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ROYAL CANADIAN MOUNTED POLICE

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VOL.75, NO. 4, 2013

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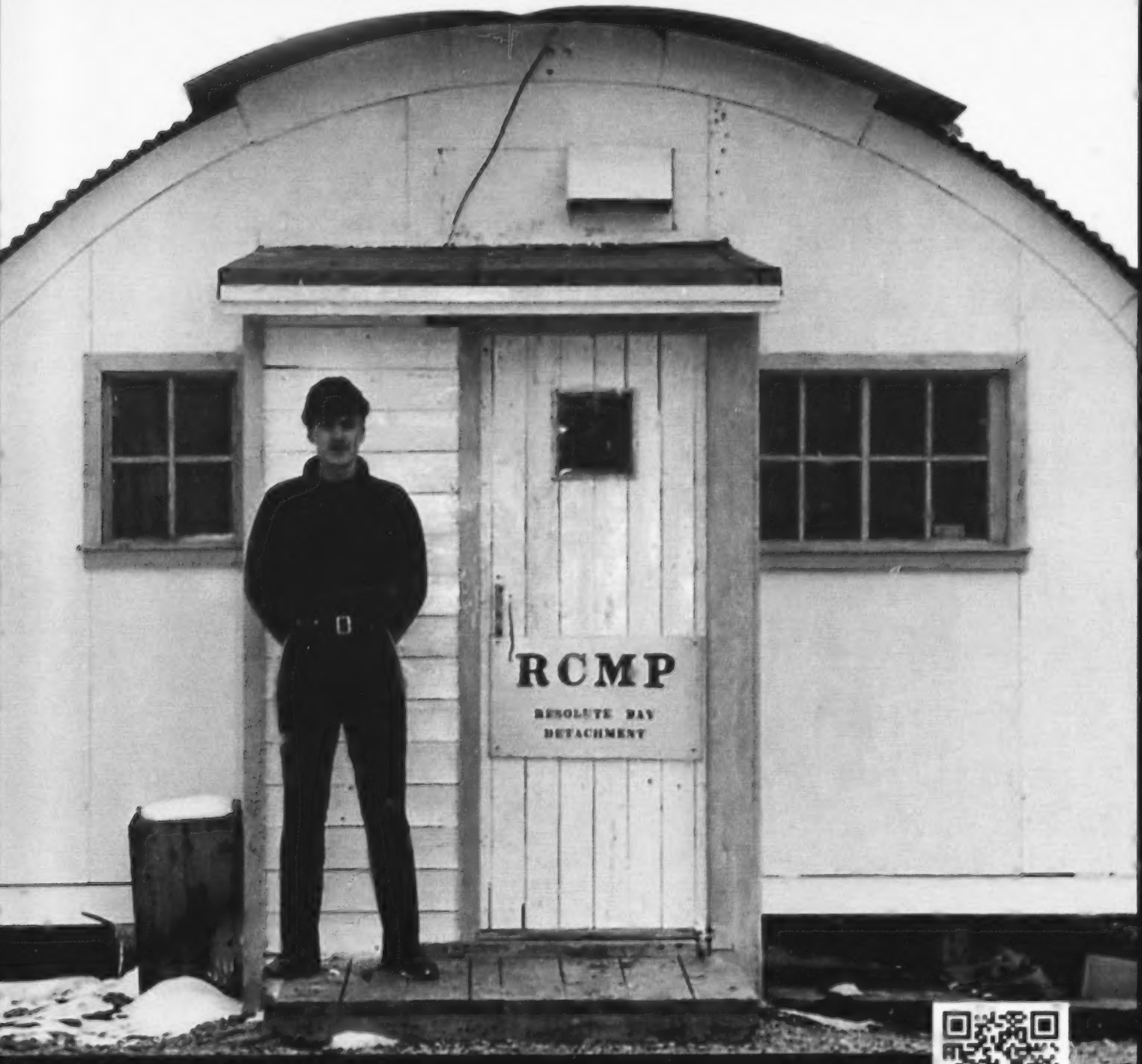

Resolute Bay detachment,
August 28, 1949.

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GAZETTE
Serving the police community since 1939
Vol. 75, No. 4, 2013
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GOOD THINKING

Great ideas don't just happen. They come out of a problem in need of a solution and from someone who has the passion and takes the time and initiative to pursue it.

Police agencies are full of these people and ideas, so we're sharing some of them in this last issue of 2013.

We begin with Operation Lionfish, an INTERPOL-led initiative to stem the illegal tide of drugs and weapons from South America. Their solution: bring together 34 countries to stop the flow — 30,000 kilograms to be exact — and take drugs off our streets.

Our cover section is full of sensible, unusual and sometimes downright brilliant approaches to problems that police see every day such as graffiti, distracted and impaired driving, youth gangs and prolific offenders.

We also look at some less-common challenges requiring highly targeted responses. Take the safety concern of aggressive stray dogs in Sheshatshiu, N.L., and the RCMP constable who found help to control their population, and make the community safer. And read about the challenge of uncovering exactly what's happened to a body from the moment of death to its discovery, and the first Canadian expert in forensic taphonomy to bring those answers to police.

We don't have all the solutions, but we do encourage readers to share their great ideas with us. They may just show up in a future issue. ■

— Katherine Aldred
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LETTERS

DROPPING 10-CODES ISN'T THE ANSWER

I read your panel discussion "Should police agencies drop 10-codes to promote better inter-agency communications?" (*Gazette*, Vol. 75, No. 3, 2013) with great interest.

While the panellists all noted "lack of security" as a reason for eliminating the use of 10-codes, they overlooked other significant reasons for its use: standard and concise responses.

A 10-code message actually contains two elements for effective communication in an environment often contaminated by unwanted noise. Much like the alarm bell in a firehouse, the bell draws one's attention to the message that follows: location of the fire. The 10-code works in much the same way, announcing "10" followed by the number, which conditions and alerts the mind that an important piece of information is to follow.

In Nova Scotia — a province that leads Canada in radio interoperability — technology is driving 10-code use.

In 2000, the RCMP in Nova Scotia started using a provincial digital Trunked Mobile Radio System. One of the many features of this system is the ability to send status messages and 10-codes through to the Operational Communications Centre (OCC). Fifteen 10-codes are programmed in all radios that can be sent to the OCC even when the local talk group is busy with voice traffic. These status messages can't be intercepted.

Among the concerns raised was the lack of a standardized 10-code and the mobility of our members. For those same reasons, in 2007, the Atlantic region of the RCMP adopted a regional 10-code for the four Atlantic provinces. The national 10-codes are 10-1 to 10-46, almost exactly as was enacted by the RCMP in July 2013, and from 10-60 up are the codes common to the four Atlantic provinces.

The challenges of successfully using 10-codes haven't been flaws in the fundamental reasons for them, but the lack of adherence to one standard code.

Ideally one standard should be established for all public safety agencies across Canada. I agree there are too many 10-codes, but please don't be so quick to write the 10-code's epitaph! ■

— Sgt. Glen Hudson
RCMP Informatics, Nova Scotia

GAZETTE

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ON THE COVER:

Operation Lionfish targeted the marine trafficking of drugs and illegal firearms in Central America and the Carribean. Photo: Nicola Vigilanti

AN EYE ON THE SKY

Laser pointers have always been dangerous — that little red dot directed in the eye carries the risk of blinding someone. But, like most technology, laser pointers have become more advanced, and some can now reach almost any airplane in the sky.

Many pilots who have flown into the Vancouver International Airport in Richmond, British Columbia (B.C.), in the last 10 years have been victims of laser attacks. When the light shines into the cockpit, it refracts off the windshield, lighting up the entire cockpit and effectively blinding the pilots.

"When you're trying to land an aircraft and your focus is on the runway and on your instruments, you don't want to lose your night vision because that's problematic," says Sgt. Cam Kowalski, a member from the Richmond detachment.

Earlier this year, Kowalski developed a protocol between Nav Canada and police in the area to close the loop when it comes to reporting laser attacks. Before, when a laser strike would occur, the pilot would notify Nav Canada, and that's where it would stop.

Now, a system is in place where Nav Canada can call police dispatch directly to report a laser attack.

"The police of jurisdiction in the area will respond with the priority that it should be given, the same as if there was a bank robbery or something along those lines," Kowalski says.

Kowalski says that, at the moment, police officers are responding to every laser attack. But that's where the hard part begins.

"It's a single person, standing in the middle of a park, pointing a laser at an aircraft at anywhere from one to 3,000 feet," Kowalski says. "It's very difficult to get an arrest, but we have been very successful and have had several arrests in the area."

Cam Kowalski

Laser beam points into the sky.

And it all started with making a few phone calls — something that Jeff Dawson, the director of operational support for Nav Canada, says is the key to reporting these types of occurrences.

"Initiate some sort of formal relationship with the Area Control Centre in your region so that the controllers know who to talk to and what kinds of things they can do," Dawson says. ▪

— Mallory Procunier

OPERATION SNAPSHOT II A HUGE SUCCESS

Following last year's success with Operation Snapshot in Western Canada, the Canadian Police Centre for Missing and Exploited Children/Behavioural Sciences Branch (CPCMEC/BSB) decided to carry out a second multi-jurisdictional child sexual exploitation project in Atlantic Canada.

In April, CPCMEC/BSB, held a national peer-to-peer investigator's course for Internet Child Exploitation (ICE) investigators in Atlantic Canada. This course was a springboard to the project as several targets were identified during the training.

CPCMEC/BSB subsequently co-ordinated the various investigations, and in some cases, assisted municipal and provincial police forces in acquiring targets who are sharing child pornography online and assisting with the execution of many search warrants.

Within just a short period of time, two children were rescued and 22 individuals were arrested across the region. Det. Chris Purchas, a Toronto Police Service member seconded to CPCMEC/BSB, was the lead investigator for Operation Snapshot II. Purchas says all agencies involved were pleased with the results of the effort.

"There's certainly a lot of satisfaction in taking some of these offenders off the street," says Purchas. "We've now ensured the safety of two children because the offender would still have access to them and could still continue to abuse them in the future if we hadn't intervened."

David Cranny Photography

Det. Chris Purchas from the Canadian Police Centre for Missing and Exploited Children speaks at a press conference for Operation Snapshot II.

For Purchas, the value of these kinds of initiatives is that members can share resources and information, and cross traditional boundaries easily. They also can afford to tackle larger and broader investigations when they work together.

"We've often said that as a team, we'll accomplish way more than any individual or individual agency possibly could," says Purchas. "I don't think any single agency could have undertaken this and even if one did, the scope of the project would never be this comprehensive."

Sgt. Mike Petrilli, with CPCMEC/BSB adds that by working together, Canadian police demonstrate to the public that law enforcement agencies take the issue of sexual exploitation of children seriously.

"I think we're getting the message out that offenders can't hide on the Internet and that while it's a borderless crime, we're working collectively to tackle this heinous crime," says Petrilli. ▪

— Sigrid Forberg

SENIOR SAFETY A SHARED RESPONSIBILITY

Not every call to 911 is a police matter, but the police in Lunenburg County, Nova Scotia, want their communities to know that all calls matter.

The province has provided funds for a senior safety program co-ordinator in each of its counties. Beth George, who fills the position in Lunenburg, splits her time between the Bridgewater Police Service and the four municipalities that fall under the RCMP's Lunenburg County detachment.

George's role is to act as a liaison between seniors and police for matters that fall outside of the criminal realm and to address reports of elder abuse.

"Quite often I encounter seniors living in the community who may have some kind of underlying issue that's not being addressed so they continuously phone police," says George.

One of her cases was a couple in their late 80s, who were both suffering from undiagnosed dementia. The wife was experiencing hallucinations and she believed someone was breaking into their home and so she was repeatedly calling 911 when there was no real emergency.

S/Sgt. Bruce Hill, the district commander in Lunenburg, says in a week and a half, they received at least eight calls from the couple. But when police approached various seniors' agencies, because the couple wasn't in danger or a threat to anyone else, they weren't eligible for help.

That's where George came in. She was able to refer the couple to a doctor that prescribed the appropriate medication to help treat the woman's hallucinations. And in the interim, she also set up a system with a nearby caregiver to check on the couple if they called 911 before the police would respond.

Hill says with George's help, they're better able to focus their resources on crime prevention in the community and, more importantly, the couple's real problem has been addressed.

"We're kind of a catch-all here, whenever people can't figure out who they should call, they call us," says Hill. "Of course we don't mind going, but if we can find a solution that will stop that problem before it occurs again, then that's what we're looking for." ▪

— Sigrid Forberg

A POSITIVE SPIN ON TICKETING

Members in Nass Valley, British Columbia (B.C.), who provide policing service to the Nisga'a First Nation, have joined the growing list of RCMP detachments that are offering prizes to youth who follow the rules.

They're now aiming to catch youth in the act of good behaviour — such as wearing a helmet or helping an elderly person cross the street — and hand them a positive ticket, which is usually a coupon from a local business for items such as a free sub or smoothie.

Cst. Vanessa Demerchant, of the Nass Valley detachment, said she got the idea from a fellow member, Cst. Krista Wallis, in Campbell River, B.C., who praised the program's effectiveness in giving police more opportunities to speak to youth in a positive way.

"We can talk to them about healthy lifestyles and substance abuse and kind of make small talk with them as we are giving them these prizes," Demerchant says.

Members have been taking stacks of tickets with them to community events, and even on patrol, and handing them out whenever they see youth behaving well.

"There's not really a set time or place that we're doing it, which helps because then the youth are now behaving all the time," Demerchant says.

Millie Percival, a victim services worker in the area who attends many community events, says it's hard not to notice that the kids are now excited when they see police officers.

"It's pretty much like that with all of the members up here, and it probably has a lot to do with that positive ticketing program," Percival says.

Demerchant says that in Nass Valley, where some youth are used to seeing police officers in negative situations, it's especially important to engage them early on to show them that police can also be sources of support.

"I just think that, if we can get them at this level now, they'll see that the police are good and are there to help them and when they get older, they'll be less likely to be involved in criminal activities," Demerchant says. ▪

— Mallory Procunier

Cst. Vanessa Demerchant hands out positive tickets to youth who follow the rules.

RCMP

Operation Lionfish led to the seizure of more than $822 million (USD) in drugs.

COMMUNITIES THAT CROSS CONTINENTS

CANADIAN AGENCIES HELP INTERCEPT DRUGS, WEAPONS

By Sigrid Forberg

When Cpl. Bradley Kristel, a drug investigator from British Columbia, was approached to travel to Central America to help in an INTERPOL operation, he was a little unsure at first.

"I didn't know why I was going down there," says Kristel. "I was told they were looking for a Spanish-speaking organized crime and drugs investigator and I fit the bill, but they couldn't tell me exactly what I was going to be doing down there."

Kristel ended up taking part in Operation Lionfish, an INTERPOL initiative that consisted of three phases: training, capacity building and operations.

Funded by the Canadian Department for Foreign Affairs, Trade and Development (DFATD), Lionfish involved more than 34 countries and resulted in the seizure of nearly 30 tonnes (30,000 kilograms) of cocaine, heroin and marijuana, with an estimated value of $822 million (USD).

The operation also resulted in 142 arrests and the seizure of 15 vessels, eight tonnes of chemical precursors, 42 firearms and approximately $170,000 (USD) in cash. And while the results of the operation were significant, it was the communication and co-operation between all the agencies involved that made Lionfish a success.

INTERNATIONAL INVOLVEMENT

The RCMP first got involved in Lionfish in March 2013 while Insp. Glenn Martindale, then-director of the INTERPOL Ottawa national Central Bureau, was at INTERPOL headquarters in Lyon, France. Martindale was presented an operation that was going to be taking place in the Americas.

"I thought, since we co-ordinate all of Canada's law enforcement participation in INTERPOL activities, that this was an op-

Nicola Vigilanti

The RCMP worked with INTERPOL to help seize nearly 30 tonnes of marijuana, cocaine and heroin.

portunity for both Canada and the RCMP to help potentially curb the trafficking of drugs and weapons into our country," says Martindale. "How could we not participate?"

So he spoke with A/Commr. Dale Sheehan, also an RCMP member who is currently seconded as the director of capacity building and training at INTERPOL, and who was equally enthusiastic about a potential Canadian involvement.

"The RCMP is a valuable asset in all of my programs: they send subject matter experts, operational experts, technical experts," says Sheehan. "And clearly the RCMP's reputation on an international scale is well-recognized."

He adds that a relationship between the RCMP and INTERPOL comes naturally, due to RCMP Commr. Bob Paulson's role as delegate for the Americas on the Executive Committee of INTERPOL.

COMMUNICATING OPENLY

Once they had determined to be involved and secured funding, they had to decide who to send down to represent the force.

There were several good applicants, but Kristel, who spends the majority of his vacation time volunteering at animal shelters in Central America, was fluent in the language and aware of many cultural practices and attitudes.

So making the trip, Kristel was aware that many of the countries in the region faced challenges when it came to collaboration. In fact, Saul Hernandez Lainez, the head of the INTERPOL Regional Bureau for Central America in San Salvador, El Salvador, says nothing like this had ever been attempted before, especially with so many countries involved.

"Communication between agencies was initially not very easy because it was the first time for something of this size," says Hernandez Lainez. "However, we observed that little by little, the difficulties in communication were surmounted in time for the operation."

It wasn't just that co-ordination between different states was a challenge; there were some countries that didn't even have open lines of communication between their own agencies.

Hernandez Lainez adds that while it's easy to get the impression that certain countries are better able to communicate or are more organized than others, it's INTERPOL's responsibility to support all its member countries.

"Operation Lionfish truly represents a great success for INTERPOL because it showed the capacity of the organization to create spaces for discussion that allows this type of activity to move forward through such an ambitious operation," says Hernandez Lainez.

With the help of fellow organizations like Europol, the Carribean Customs Law Enforcement Council and the World Customs Organization, INTERPOL, as an organization, was able to bring something to the table that helped facilitate a level of communication that few other agencies have.

"We provide a platform that doesn't politicize and is really focused around policing needs and capabilities," says Mick O'Connell, the Director of Operational Police Support for INTERPOL and the chair of the INTERPOL Integrated Border Management Task Force. "I think that may relax some sensitivities, if they exist, in national and regional contexts."

HUGE IMPACT

Rafael Pena, Head of the INTERPOL Regional Bureau for South America, based in Buenos Aires, Argentina, joined Hernandez Lainez in expressing his satisfaction with the outcome of Operation Lionfish.

Because of the significance of the seizures and what was seized, it sends a clear message that law enforcement, as a whole, is committed to combatting the organized crime groups operating in the area.

Hernandez Lainez, who also co-ordinated for Operation Lionfish, says that INTERPOL knows for a fact that several organized crime groups were impacted by the seizures from Lionfish.

"We can confirm that organized criminal networks suffered from the consequences of INTERPOL's rallying almost 40 countries in the region," says Lainez.

Lainez attributes a great deal of that success to the RCMP and the Canadian government's participation and involvement in the funding for Operation Lionfish. Working with Kristel, and having support from an analyst in Ottawa, allowed the operation to grow in ways that many of the agencies in the area couldn't have supported with their current infrastructure and tools.

For Martindale, the RCMP's involvement was about more than just lending a hand to fellow police agencies.

"We try and participate in things where we can be leaders and good law enforcement citizens around the world," says Martindale. "But also, we know that by tackling it outside of our borders, we're potentially preventing the crimes from coming to our country."

STOPPING THE FLOW

While Central America might not seem exactly like Canada's backyard, Sheehan says

both the RCMP and Canada certainly see the effects of their participation in operations like Lionfish.

In Canada, the sheer scale of drugs seized over the two-week operation will have a huge impact on the work drug investigators undertake. For Kristel, who's been investigating drug cases for eight years now, the volume of drugs taken off the street is almost unheard of.

"Over the eight years I've been with drugs, with 30 investigators working, we've probably seized 100 units of heroin," says Kristel. "I don't think people realize the kind of effect seizing 30 tonnes of cocaine is going to have on the supply in Canada."

While it's impossible to say where exactly the drugs were headed, investigators believe they were likely destined in equal parts for Canada, the United States and Europe.

Kristel says that once those drugs reach Canadian shores, the distribution is so complex and sophisticated that it makes it very difficult even for highly skilled investigators to lay their hands on even close to the amount they seized in two short weeks.

And the resources required to conduct those investigations once the drugs reach Canada are significantly more than what it takes to work together with other agencies to cut off the flow of drugs at their source.

"It takes informants, countless hours of surveillance and untold amounts of money to try and seize a fraction of what we seized down there. It would cost millions of dollars," says Kristel. "By just sending me down there, we saved countless hours on drug investigations."

Kristel adds it's not just the law enforcement costs Canada saves in the long run. From a big picture perspective, spin-off costs like health care or drug-related deaths that are saved need to be factored in as well when evaluating the many successes of these kinds of operations.

LESSONS LEARNED

Because of the importance that training played in Lionfish, not only did Kristel serve as an extra body throughout the investigation, he also brought the Canadian perspective and techniques to the table.

While he was impressed by the calibre and professionalism of the police officers he met, he realized their training at times was limited. So he did his best to help fill in the gaps for the investigators down there.

An important part of what he tried to leave them with was to look at investigations from a different perspective.

"They were more interested in grabbing the drugs, arresting people on the scene and they'd call that a win. Canadian investigators look at that as a limited win," says Kristel. "We brought them a new dynamic for utilizing information better and developing sources."

For an investigation to be a complete success, Kristel says investigators need to dig deeper and try to get at the criminal organizations where it counts by developing sources, conducting covert operations and targeting higher-ranking individuals. But to do that, collaboration is a must.

O'Connell adds that by the end of the operation, it was clear to the agencies involved that this approach was considerably more fruitful than when they each attempt to tackle the issues on their own.

"The real value is that in a difficult and fractured neighbourhood, we've shown that we can harmonize the collective will of disparate law enforcement agencies to work together over a steady period, while thinking about sustainability for the future," says O'Connell.

LOOKING FORWARD

Hernandez Lainez adds that Lionfish can now be held up as a best practice for future operations in the area, whether they involve drugs or not. It also shows the added value of the regional bureaus in supporting the member countries in their fight against drug trafficking and organized crime.

"There is no doubt that this type of interagency communication is going to serve in future operations and future activities," says Hernandez Lainez. "Communication is vital in this type of exercise and without it, the efforts by all those agencies couldn't have been synchronized."

Having now seen the great effects of synchronizing their efforts, the member countries involved in Operation Lionfish are working on keeping their lines of communication open, whatever they're working on.

Investigators in Central America are still putting together final tallies, writing reports and drawing different aspects of the investigation to a close, but they're also looking to the future and discussing potential further operations.

That enthusiasm and eagerness is also shared by their counterparts in both North America and Europe. Kristel says it was the coolest thing he's participated in over his 17-year career with the RCMP. Sheehan adds it's operations like this that help put into perspective how few borders remain when it comes to crime.

"The RCMP's goal is to provide Canada with safe homes and safe communities, and this is just another way we can do that," says Sheehan. "And it doesn't hurt to show our members a global perspective that what happens in small-town Canada could be the offset of what happens on another continent."■

MARIJUANA USE IN SCHOOLS

Operation Lionfish resulted in the seizure of more than 30 tonnes of drugs. While it's impossible to know exactly how much of that seizure was destined for Canadian shores, even a small fraction of that amount can translate into a serious problem for Canadian communities.

One metric tonne is equal to 1,000 kilograms (1,000,000 grams).

Each gram can produce approximately three marijuana cigarettes (joints), which means one tonne could produce three million joints.

In the Ottawa region, there are approximately 35,000 high school students. One tonne of marijuana would provide a supply of roughly 85 joints to each of those students.

A heavy habit for a high school student would be the consumption of one to two grams of marijuana per day, and/or three to six cigarettes per day.

In other words, one tonne of marijuana could supply a heavy habit for up to one month for each of the high school students in Ottawa.

— Sigrid Forberg

CLEANING UP OUR CITIES

INVESTIGATORS TAKE ON GRAFFITI

By Sigrid Forberg

It was a simple question from his 11-year-old daughter that spurred Cst. Chris Fader into action: "Shouldn't you be doing something?"

Both Fader and his daughter had been noticing the spread of graffiti in downtown Moncton, New Brunswick, and were equally bothered that people were getting away with a crime right under their noses.

So Fader, a member from the Codiac Regional RCMP detachment, took a course on graffiti and got to work investigating the vandals working in the area.

HARMFUL EFFECTS

The underlying theory that Fader learned is called the broken window theory. The concept behind it is that if your property has a broken window and you don't fix it, it allows for a further breakdown of the environment.

With graffiti, Fader says studies have shown that leaving it tends to lead to increases in theft and littering in the area. The longer the graffiti is left, the higher the likelihood there will be further crimes.

"According to these studies, the writing has always been on the wall," says Fader. "Graffiti affects someone's societal norms; what they think is normal behaviour is going to decrease because of the environment they're in."

Fader also found that those problems are universal. From one city to another, trends, techniques and styles of graffiti were the same. With some help and advice from fellow police officers across the country with a shared interest in graffiti, Fader was able to identify and charge a member of a local graffiti group — something he considers a great first step.

One of those colleagues he looked to was Cst. Gerry Murney, from the Halifax Regional Police. When he was transferred to the Community Response Team a few years ago, Murney thought he'd found a place to put up his feet as retirement drew near.

What Murney wasn't expecting was how interesting he'd find graffiti.

"When you understand the system, art is not the driving force," says Murney. "You've got somebody for whatever reason that's looking for notoriety and they find that in this entire subculture."

Murney's first instinct was to visit schools to talk to youth and hopefully deter them from the graffiti lifestyle. But he found that was actually more harmful than helpful.

"There's a guy who's blogged about how excited he would get when he was in high school and other people at school would see his graffiti and their reactions to it," says Murney. "When they get that reaction, it just encourages them."

Studies have shown that leaving graffiti up leads to an increase in theft and littering in the area.

NEED FOR CONSISTENCY

But approaches for dealing with graffiti and involvement of their city officials vary based on the cities. Sgt. Valerie Spicer, from the Vancouver Police Department, helped form its two-member graffiti unit in 2002. In the 11 years since, she's gone on to explore the issue for her master's program and become a subject matter expert in Canada.

Spicer says that until all major cities are on the same level with co-ordinated efforts against graffiti, it will always be a problem. She also notes that as long as Canadian popular culture for the most part views graffiti as art, Canadians will always have difficulty associating it with crime.

"If a teacher saw a kid at the back of a classroom with a knife, they would call the police," says Spicer. "But when they see kids drawing graffiti tags, there's an assumption that it's artistic and they give them more paper or even help hide the fact that they're a tagger."

But at the core of it, Spicer says it's important to remember that there is a victim in graffiti — the person whose property has been vandalized and who is now responsible for cleaning it up.

Battling public perceptions is one of the biggest challenges graffiti investigators face in Canada. And Spicer adds that city officials and citizens themselves need to get involved and engaged in the issue.

For Fader, he says he's still working on educating the community in the Codiac Region about graffiti. And while it may be a while yet before everyone's on the same page, his daughter is proud he's working to bring those vandals to justice.

"She was pretty happy. It's still a work in progress but at least I was able to say I did something," says Fader. "Kids don't always get to see what you do at work, or they ask you about your gun or those kinds of things. Now I have a different topic to talk about." ▪

MAKING THE ROUNDS

FIREARMS SAFETY TRAINING IN ISOLATED REGIONS

By Mallory Procunier

Whether they reside in fly-in communities in Nunavut's Arctic tundra or are scattered hundreds of kilometres from one another in isolated regions of northern Ontario, gun owners who require firearms safety training and an up-to-date firearms licence are never out of reach of the Canadian Firearms Program (CFP).

RCMP

Members deliver the Canadian Firearms Safety Training to a remote community in Nunavut.

NORTHERN EXPOSURE

In Canada, every individual in possession of a firearm must have a valid firearms licence. And, in order to obtain the licence, the individual must be safety certified, which generally includes successfully completing the CFP's Canada Firearms Safety Course on how to properly load, use and store a firearm.

But in Nunavut, where communication between isolated communities and the CFP is often fragmented, providing this training has been difficult in the past. And for firearms owners who may have traditional hunting lifestyles, safety training and the licensing process that they require may not be easily or readily accessible.

To bring the training directly to the communities and raise awareness about the responsible use of firearms, the CFP trained all Nunavut RCMP detachment commanders in 2012 as Canadian firearms safety instructors. Now, each community in Nunavut is equipped with a certified instructor who can offer firearms safety training, education and licensing support to anyone who requires it.

"Because of the firearm violence and firearm misuse that we've come across over the years and the challenges we've had in trying to get people safety trained and educate them on responsible firearms practices, this option was well received," says Karen Mowatt, the chief firearms officer for Manitoba who helped co-ordinate the training in Nunavut.

The CFP also has an Inuit regular member, Cst. Russell Akeeagok, as its firearms officer for Nunavut. Akeeagok now oversees the administration of firearms licences, conducting background checks on applicants and continuously screening their names against police databases once they've been approved for a licence.

"If there's any incident, we're notified on that and we commence a review as to whether or not that person can continue to maintain a licence," Mowatt says.

OUTSOURCING ASSISTANCE

But for communities that don't have a local RCMP detachment, such as those in northern Ontario, delivering the course requires a different approach.

South of the 60th parallel but north enough to be called remote are many First Nations communities that have called northern Ontario home for centuries.

The CFP realized in the late 1990s that the cost of providing the firearms safety course to remote communities would be too high because many of them cannot be accessed by car.

After observing Red Sky Métis Independent Nation — an organization that represents Métis communities in the Thunder Bay and northern Lake Superior region — successfully deliver its firearm training workshop in the fall of 1999, the CFP knew it had found a viable group to administer training to remote communities.

"What we were looking for in particular was an aboriginal group that could work successfully with a diverse aboriginal population in northern Ontario," says Robert Depew, the manager of research and aboriginal issues for the CFP. "Red Sky Métis are a well-respected and well-connected organization, not only among Métis communities, but also among First Nations throughout the area, which made their entrance into the community that much easier and likely to be successful."

And, because they're sensitive to cross-cultural differences, they are able to adapt the safety training course to local circumstances.

"That doesn't mean that any of the national standards are sacrificed," explains Depew. "It's a question of how do we successfully deliver the content of the safety course in ways that are culturally appropriate while at the same time maintain the national criteria that must be met."

WELL-VERSED INSTRUCTORS

Firearms safety instructors and examiners from the Red Sky Métis Independent Nation administer the course and the associated safety tests. Some, like George Gallinger, have been teaching the course for more than a decade.

To relate the course to the region, Gallinger began by talking about firearm-related casualties in the area and stressing that if those people had received safety training, their deaths could have been prevented. Now, he can barely keep up with the requests for firearms safety training in the area.

"General firearm knowledge, together with training in proper handling, transporting and storage of firearms will result in fewer related casualties and injuries," Gallinger says. ▪

HOW CAN POLICE PUT THE BRAKES ON DISTRACTED DRIVING?

THE PANELLISTS

- **Cpl. Robert McDonald, RCMP Traffic Services, Lower Mainland District, British Columbia**
- **A/S/Sgt. Jeff M. Soroka, RCMP Traffic Services, Regina, Saskatchewan**
- **Cst. Sherri Curley, RCMP Traffic Services, Nova Scotia**

CPL. ROBERT MCDONALD

Since the implementation of distracted driving laws, the RCMP in British Columbia (B.C.) has been heavily involved in media campaigns to educate the motoring public not only about the law but the dangers surrounding distracted driving.

We've developed frequently asked questions on our webpage to re-enforce the legal use of an electronic device in a vehicle. We also conduct month-long enforcement campaigns where we increase education and enforcement activities.

Among these activities is Cell Watch, a newly developed educational initiative aimed at reducing distracted driving in communities throughout B.C. It's conducted in partnership with police, volunteers and the Insurance Corporation of British Columbia's (ICBC) road safety department.

The program is designed to remind drivers that it's illegal and dangerous to use hand-held cellphones and other personal electronic devices (PED) while driving. This program aims to reduce the number of fatalities on B.C. roads. In 2012, the RCMP in B.C. investigated 24 fatalities in which the main causal factor was distracted driving.

Cell Watch roadside surveys are conducted by volunteers who have security clearance, uniforms and training. They are supervised by their local police.

During each campaign, the volunteers set up "Leave the phone alone" sandwich boards on sidewalks near roadways where distracted driving has been observed or is perceived to be a problem by local police, residents and other stakeholders.

The volunteers log the licence plates of offending vehicles as well as a description of the vehicles and the date and time of the offences in the survey report. Our traffic services use the data collected via Cell Watch to plan future enforcement activities in the most prolific areas.

Information documented on the ICBC Cell Watch volunteer data sheets and Cell Watch monthly reporting forms is used for the general tracking of area statistics. In some communities, local police may choose to vet their volunteer data and send warning letters to registered owners of vehicles that have been noted for distracted driving.

Police in B.C. regularly work with Cell Watch volunteers to identify roadways where PEDs are frequently used and occasionally schedule enforcement at the same time as Cell Watch awareness sessions.

For example, the "ocean to mountain" project saw a traffic officer in plain clothes holding a roadside survey board alongside volunteers. The officer recorded the offender's information but also passed this information to the enforcement team around the corner.

Projects such as these enhance the success of community awareness efforts as they send drivers the message that any time they see volunteers conducting Cell Watch or Speed Watch awareness sessions, police may be ticketing.

A/S/SGT. JEFF M. SOROKA

Distracted driving relates to any act performed by a driver that takes the focus away from the operation of the vehicle.

One of the first things that come to mind with distracted driving is the use of cellphones while operating a motor vehicle. This is a hot topic because almost all drivers have a cellphone and the technology has become a mainstay for social interaction.

Distracted driving also includes reaching for a cup of coffee, eating while driving, interacting with passengers within the vehicle and emotional distraction.

Putting the brakes on distracted driving can be accomplished through enforcement, education and the use of social media.

Enforcement is effective to a certain degree but education and social media campaigns are far more encompassing as we need to change the mindset of the motoring public. When someone takes charge of a motor vehicle, that person should acknowledge the responsibilities of that function. The focus should be on the surroundings and driving conditions, and continuously reassessing these factors while driving.

Here are two examples:

A male driver is on a two-lane highway and has a cup of coffee in a cup holder. There's an oncoming vehicle. He needs to control his desire to reach for his coffee and instead focus on the fact there's an oncoming vehicle. Once the vehicle has passed, the driver can reach over and get the coffee while still keeping his eyes on the road.

By keeping his focus on driving until the vehicle has passed, this driver was able to make sure the other vehicle didn't cross over into his lane and that he kept his vehicle in his lane. If the oncoming vehicle did cross over, the driver had both hands available to take evasive action.

As simple as this sounds there are many drivers out there who don't realize how the risk factors multiply during the operation of a vehicle when the focus is taken away from driving.

In our second example, the mother of a "groom to be" works in town and lives on a farm 10 kilometres away. She has driven the same road for the past 15 years. There's one intersection with a stop sign that she's stopped at every time she has travelled this road. But today, she's on her way to work and needs to pick up flowers for the wedding tomorrow. Her emotional state is altered with her mind continuously reassessing the wedding plans. She drives through the stop sign and gets struck broadside by a truck.

Emotional distraction can be a relationship breakup, a conflict at work or a promotion that puts you on cloud nine.

In the example above, the driver's mind is totally focused on her son's wedding rather than her driving. We get tunnel vision when this happens and a small portion of our brain

monitors the vehicle's position on the road but doesn't assess the surroundings.

Human nature won't let us eliminate distracted driving, but education and social media can be used to influence a high percentage of the motoring public.

CST. SHERRI CURLEY

Distracted driving has become the number one cause of motor vehicle fatalities over the past five years in Nova Scotia. Thirty-three per cent of traffic fatalities in the province were attributed to distracted driving.

If homicide rates experienced the same comparable increase, citizens would be outraged. The sad part is this percentage continues to rise as people continue to talk on cellphones or text while driving.

Distracted driving includes the use of handheld devices (cellphones, GPS, iPods) as well as being distracted by passengers in the vehicle, eating, changing the radio station, anything that takes the driver's attention off the road. Operating a motor vehicle is a huge responsibility and the driver must remain focused on the task of driving at all times.

The RCMP in Nova Scotia has a designated Traffic Services Program committed to targeting enforcement surrounding the four main causal factors of serious injury and fatal motor vehicle collisions. Front-line officers are encouraged to be creative and think outside the box in an effort to conduct enforcement on motorists who seemingly are just not getting the message when it comes to distracted driving.

Officers with keen investigational and observational skills are an integral part of the enforcement strategy. Many have been known to dress in overalls and stand in construction zones, dress in civilian wear on the side of the road and use rental vehicles as part of their "covert" operations.

Monthly enforcement themes highlighted in a traffic calendar are disseminated to officers to conduct check points specifically targeting distracted drivers and other traffic priorities.

Distracted driving education is also passed along through social media sites like Facebook and Twitter. The communication strategy is also supported by media releases, interviews with traditional media, presentations to various driving groups, and public service announcements.

These are used to deliver key messages and remind the motoring public about safe driving habits.

Nova Scotia was the first RCMP jurisdiction to implement electronic ticketing, which has maximized the efficiency and visibility of our front-line officers on the roadways. Officers now write numerous tickets, warnings and defect notices more effectively.

In 2012, RCMP in Nova Scotia issued 28,677 violation tickets relative to the four causal factors of fatal and serious injury collisions. Of these, 2,841 were distracted driving/cellphone violations. From January 1 to July 1, 2013, 2,073 cellphone tickets have already been issued — almost double the amount over the same time period last year.

A key ingredient to the RCMP's distracted driving messaging in Nova Scotia has been the collaboration and co-ordination of messaging with road safety partners. This has developed as a result of ongoing and sustained efforts to build relationships with provincial government departments like Transportation and Infrastructure Renewal and the Department of Justice.

As the provincial police, the RCMP also establishes linkages with other law enforcement agencies, municipalities and private sector organizations to generate discussions on issues pertaining to road safety.

Maintaining these partnerships has been essential to the RCMP achieving on its provincial priority of road safety and supporting the RCMP's goal of a safe and secure Canada. ▪

Edmonton Police Service

Edmonton's Neighbourhood Empowerment Team helped transform a crime-ridden alleyway into an urban art gallery.

CASTING A WIDE NET

NON-TRADITIONAL METHODS REDUCE CRIME

By Lisa Kaye-Stanisky and Kris Andreychuk, Edmonton Police Service

As the downtown Edmonton Neighbourhood Empowerment Team (NET) heads into the community to visit a notorious apartment building, they exchange ideas about how to handle a very difficult situation.

Calls for police service to the building have skyrocketed over the summer months. Assaults are up in the area as well — 15 per cent over the previous year, with many occurring along the street where the apartment building is located.

Social worker Alec Stratford, Cst. Kurtis Hauptman and a youth liaison work as partners with the NET program. It's their job to find a way to solve whatever problem is causing the increase in crime. An exciting challenge, as each NET team member brings a distinct perspective to dealing with issues.

"Both the hardest, and the best, part of working on a multidisciplinary team is the different world views and perspectives. How we see problems and view community can be very different," says Stratford. "Social workers are process-driven and police officers are action-driven; but that's what creates the tension that produces incredible results."

NET has seen a lot of change over its 15-year life, from a single two-person team back in 1997 to five teams today — each with a police officer, a social worker and a youth liaison. The program is a four-way partnership between the Edmonton Police Service, City of Edmonton, The Family Centre and United Way of the Alberta Capital Region.

Holistic policing is what makes NET successful: each team examines the issues with the people who are affected.

"It allows the team to develop a solid process that engages community and leads to effective police action," says Stratford.

And such is the journey that NET embarked on in 2010 with residents of the aforementioned notorious apartment building.

FIXING WHAT'S BROKEN

Broken windows and doors, holes in the walls, used syringes in the laundry room, a swastika painted on a wall, and an infestation of bed bugs that landed one resident in hospital — these are a sample of the living conditions that existed at the apartment building when NET first got involved.

Thanks to a group of committed volunteers, including a local realtor, Alberta Health Services, residents and some youth, the building underwent a one-day transformation. In five short hours they painted, installed blinds and did some carpentry and gardening. Most encouraging, tenants from eight of the 14 occupied suites participated in the renovations.

In the following months, there was a

decrease in police involvement at the building and residents demonstrated a desire to be involved. The NET team knew that in order to keep the momentum going, they needed to help residents identify some tangible goals.

THE MAGIC LAMP

Adding a creative twist, and purposefully avoiding a survey-based method, NET engaged apartment residents in an unusual exercise. The team purchased an Aladdin-type lamp from the local Salvation Army. Lamp in hand, the team met with residents in their kitchens and living rooms asking them to hold the lamp and make three wishes they believed would help make their community safer. Not a typical policing strategy, but a great ice-breaker.

The lamp proved a thought-provoking channel for people to express their hopes for the future, and helped direct NET's work.

Safety was a common theme among participants. They wished to feel safe in their home, on the streets and in their local park. Since the alley behind the apartment building seemed to be of concern to many — known to be a hotspot for illegal activity — the team set their sights on helping them take back their alley.

The 2010 holiday season saw tenants, local agencies and businesses collaborating to transform the alley behind the building into a festive community gathering place. Affectionately dubbed Miracle on 82nd Street, the event cultivated a sense of community and raised awareness about crime in the alley.

Tenants, landlords, police, city staff, community volunteers and supporters from local agencies and businesses strung donated holiday lights along the buildings, trees and fences. Many of the lights were left up after the event, improving visibility in the alley.

The campaign as a whole resulted in increased calls for police service, showing greater citizen engagement. Residents were taking an active role in protecting the alley from negative activity.

EYES ON THE ALLEY

The following summer, NET collaborated with residents and many of the same local agencies that supported the apartment building renovations and the Miracle on 82nd Street event. The team's goal was to transform the alleyway into an urban art gallery of sorts.

After an extensive cleanup of the alley, the community gathered to unveil the faces of community residents depicted in photos on the dumpsters. Each photo conveyed the message "there are eyes on the alley, we will report suspicious activity." The alley became an undesirable location to loiter and commit crimes, and residents felt safer taking out their garbage or walking in the alley.

Persistence, perseverance, and stubborn determination are characteristics NET team members need to find long-term success in the work they do. Community development is a fluid process and social disorganization can creep in for a variety of reasons, eroding fragile systems and relationships.

Revisiting the apartment building became necessary in 2012 when hotspot crime mapping indicated that the number and severity of crimes had once again increased at the building. A newly deployed NET team wanted to build on the good work done by the previous team and set about planning how to succeed.

Although some of the physical disorder had been addressed with the renovation of the apartment building, the team found residents didn't have mutual trust in one another or shared expectations. Nor had they maintained a shared willingness to work toward common goals, thus inviting crime to flourish.

PARTICIPATORY ACTION RESEARCH

Irene Lynds has lived at the apartment building since the summer of 2012 and was shocked and dismayed by what she saw going on in the building. So, when NET came knocking on her door, Lynds jumped on board gladly, volunteering to take part in a Participatory Action Research (PAR) project.

She became the building's tenant organizer, mobilizing other residents to take action. "I'm a people person and I'm not afraid of anybody," says Lynds.

The Aboriginal mother of two grown children has overcome many challenges in her own life, and says people relate to her because she knows where they are coming from. It takes fortitude to stand up to people and fight when the odds are overwhelming, but Lynds was more than up for it.

In keeping with PAR principles, residents themselves acted as researchers during the entire process and played an active role in developing solutions.

Tenants provided timely, appropriate information to police — information that police could act on. The NET constable made arrests, helped remove problem tenants, worked with the landlord to properly secure the building and introduced elements of Crime Prevention Through Environmental Design (CPTED).

"Tenants were able to guide police action in a way because they educated us, and themselves, about what and who in the building may be impacting safety," says Hauptman.

To acknowledge the residents and celebrate success, the community came together in the spring of 2013 to unveil a mural created as part of a community arts project. The art was dedicated to the community and installed on an outside wall of a local Mac's convenience store.

SUSTAINABLE RESULTS

Physical changes to the apartment building were significant: brand new windows were installed, carpet was replaced and complete renovations were done to suites as they became vacant. The most meaningful outcomes were greater trust and working relationships with police, a newfound social efficacy and an overall sense of safety.

"The building feels like a safer place. Safety has changed because we're more connected to each other and we work together to make it safe," says Lynds.

"Management and the landlord are working in sync more than ever, so when a problem arises the tenant is going to the manager who is going to the landlord, and problems that used to become police issues are now being looked after internally," says Hauptman.

Over the past year, there's been about a 65 per cent reduction in assaults. The balance of power has shifted and NET has been able to set the context for the tenants to use their resiliency and frustration to carry out the actions and create the changes that needed to happen.

"This was a beautiful blending of perspective that allowed for an empowering community development process and effective police action," says Stratford. And that is really what NET is all about. ■

WELCOME TO SCIENCE TOWN

COUNTERING THREATS THROUGH INTEGRATION

By Ian Summerell, CBRNE engineer, RCMP CBRNE Operations Section

Budgets and resources for all kinds of public security initiatives are tighter than they used to be.

How can a country like Canada provide law enforcement capabilities for high-consequence, low-probability threats to the public, like the terrorist use of unconventional weapons? These include chemical, biological, radioactive and nuclear weapons, along with commercial, military and improvised explosives — often abbreviated as CBRNE threats.

The RCMP's approach to investigating CBRNE threats is a successful initiative that addresses the RCMP's strategic priorities of terrorism and organized crime. This approach is an internationally endorsed and RCMP-implemented solution that has been collaboratively designed with partners in other federal departments and agencies.

It's also the foundation of a proposed new solution to the RCMP's persistent problem of providing efficient and effective CBRNE-focused response and investigation within Canada.

The RCMP CBRNE Operations Section integrates federal science and technical expertise into its operations and decision-making to provide optimum safety, security and value to Canadians in the area of CBRNE response and investigation.

The RCMP maintains a capability to respond to criminal and terrorist events involving CBRNE threats and to investigate these events with a team of trained, equipped and co-ordinated CBRNE police explosives technicians and forensics specialists. But the full set of possible threats within the CBRNE domain is very broad and it isn't feasible for the RCMP to address every possible type or size by itself.

In particular, very large security challenges like the Vancouver 2010 Winter Olympics in British Columbia and the 2010 G8 and G20 meetings in Huntsville and Toronto call for a level of preparedness and a depth of scientific expertise that's more than the RCMP alone can provide with available resources.

AN INTEGRATED SOLUTION

The solution has been to leverage expertise, capability and resources that exist in other federal departments and agencies.

The RCMP has long-standing agreements with the Canadian Joint Incident Response Unit, a part of the Canadian Armed Forces Special Operations Forces, and with the Public Health Agency of Canada's Microbiological Emergency Response Team. These three groups make up Canada's National CBRNE Response Team, which is available to respond to large CBRNE emergencies in Canada.

But for large security events and for very specific challenges, the RCMP has benefited from additional help from other groups with special skills and capabilities.

One example is the CBRNE response solution that was developed and implemented for the 2010 Winter Olympic Games in Vancouver. Along with ensuring all aspects of security for the Games, the RCMP was responsible for providing response and remediation services for suspected bombs and other threats involving CBRNE materials.

The objective was to provide these services in a way that prioritized the safety and security of Canadians and visitors, while not allowing any delays or distraction from

PARTNERSHIP IMPROVES RESPONSE

When there's a chemical, biological, radiological, or nuclear (CBRN) threat of a criminal nature in Ontario, the RCMP relies on its first responder partners to help respond efficiently and effectively.

The RCMP in Ontario has one of the few Marine Security Emergency Response Teams (MSERT) in the country that is staffed full-time. Because of this, team members are able to train to a higher degree, over a wider range of activities and they're able to invest more time and training into their tactical skills.

They're an emergency response team that is marine capable, and also, for the last few years, the team in Ontario has been working with the Toronto Fire Services to become CBRN capable. This includes joint training, access to additional and specialized equipment and decontamination support.

"Fire departments have been dealing with hazmat situations for years and years," says S/Sgt. Tom Steggles, with the Ontario MSERT. "Now what's happening is that people looking to cause problems are weaponizing different hazmat items so it's becoming a police issue as well."

While the fire services provide the training and equipment, having the MSERT present on the scene and capable of getting into the hot zone makes everyone's jobs easier.

"They're there to solve a problem and we're partners in that," says Steggles. "We all have to work in that environment together."

Not only does it prevent redundancy in terms of expertise and equipment, but according to Capt. Bill Casey with the Toronto Fire Service, it also ensures that members of the team with very specialized and focused skills are able to concentrate on that one task in such high-pressure situations.

"We have the best of both worlds when we bring all the teams together," says Casey. "We don't want to stretch our personnel too far into a number of different roles that we know could easily be handled by a specific service."

— Sigrid Forberg

RCMP

Carey Larsson, a defence scientist with DRDC Ottawa, demonstrates a radiation detector to RCMP Sgt. Daryl Krumbholz.

the intended schedule and celebrations of the Olympics.

SCIENCE TOWN

To accomplish this, additional police personnel were sourced from other departments to help with explosives disposal and forensics investigations. But even more innovative was the integration of additional CBRNE scientific resources into the security operations.

The usual National CBRNE Response Team partners were reinforced with scientists and technicians from five more federal departments and agencies: Defence R&D Canada (DRDC), Department of National Defence (DND), Environment Canada, Health Canada, and Natural Resources Canada (NRCan).

In all, 104 federal scientists and technicians were organized to provide direct assistance to the RCMP's CBRNE readiness effort for the 2010 Olympics. They were organized into two groups, co-located with RCMP CBRNE Operations in Vancouver and Whistler, and equipped with eight mobile laboratories and analytical equipment worth more than $10 million.

The DRDC Centre for Security Science played a central role in the overall co-ordination of the effort and for the financial investment in the required infrastructure. The RCMP co-ordinated the science resources so that they could be integrated into the overall security operations.

Affectionately known as "science town Vancouver" and "science town Whistler," these collections of scientists and mobile laboratories provided ongoing advice and sample analysis to RCMP operational commanders throughout the duration of the Games.

Shortly after the Olympics, in June 2010, the science-town concept was implemented again to assist RCMP CBRNE Operations at the G8 and G20 meetings in Toronto and Huntsville, Ontario.

The concept was refined based on the lessons learned a few months previous: the G8 and G20 deployments had better integration of the science capabilities with police/military components of the National CBRNE Response Team, the footprint of the lab deployments was decreased to facilitate setup, military logistics capabilities were leveraged more thoroughly, and the goal of providing scientific advice to operational decisions was emphasized over analysis of potential samples.

The results of the G8/G20 deployments were similar to the successes of the Vancouver Olympics deployment — faster, safer, better identification and interdiction of CBRNE threats with improved security outcomes for Canadians.

The close collaboration allowed the scientists to better understand the realities of real-time emergency operations, and this continues to lead to the development of CBRNE technologies that are more applicable and useful for end-users like police officers.

A COLLABORATIVE FUTURE

The RCMP CBRNE Operations section and its scientific colleagues continue to find opportunities to integrate and co-operate in exercises and no-notice operations to develop skills and techniques that could prove useful for future CBRNE response operations.

When appropriate, scientists and technicians have been integrated in the planning and execution of several National CBRNE Response Team exercises including domestic and international events. This has continued to foster collaboration among the various departments and agencies, and has provided opportunities to introduce new scientists and technicians into collaborative CBRNE

response management.

The relationship between the RCMP and its science partners is also reciprocal. The RCMP has a clear mandate to lead terrorist investigations, including those involving CBRNE materials, but it doesn't necessarily have a clear mandate in all circumstances involving these sorts of threats.

During the Fukushima Daiichi nuclear disaster of March 2011, when a large earthquake and tsunami caused serious damage to a Japanese nuclear power facility, there were considerable efforts undertaken in Canada to inform the public and the government of the potential radiation threats.

These health safety issues were outside the mandate of the RCMP but were clearly central to the mandates of several of the science departments and agencies that had helped the National CBRNE Response Team.

Natural Resources Canada wanted to conduct airborne radiation surveys near the west coast of Canada to attempt to find any radioactive materials that had been blown to Canada from Japan on the wind currents. This would help confirm the meteorological model that had been developed by Environment Canada.

But there was a problem: a suitable aircraft wasn't available. Because of the close working relationship that had been established between the RCMP and NRCan, it was quickly agreed that RCMP Air Services and NRCan would work together to conduct this survey for the health and safety of Canadians. Working together, the two departments were able to conduct the survey and show that the air-drift models developed by Environment Canada were accurate.

INTERNATIONAL LEARNING

In 2015, Canada will have its turn to host an international exercise, "Capabilities Exercise 2015" (CAPEX 2015), where the national CBRNE response teams of Australia, the United Kingdom, the United States and Canada will be invited to attend and test themselves while learning from their international colleagues. This large planned event will allow the RCMP and its major partners to get together for a full-scale deployment of Canada's National CBRNE Response Team capabilities.

In all, working closely with our federal science colleagues allows the RCMP to better achieve its goals of conducting CBRNE-related terrorist investigations. ▪

TARGET ZERO

WASHINGTON STATE PATROL GOES AFTER IMPAIRED DRIVERS

By Lieut. Monica Alexander, Washington State Patrol, Washington

The Washington State Patrol's (WSP) number one goal is to make Washington roadways and ferries safe for the efficient transit of people and goods.

Under Target Zero, troopers focus their enforcement efforts on a myriad of traffic safety violations that have been proven to cause fatal or serious injury collisions or have serious safety implications.

The creation of the Nighttime Emphasis Enforcement Team (NEET) and the Target Zero Team (TZT) was designed to aggressively pursue drivers who violate the impaired driving laws in Washington State.

NIGHTTIME EMPHASIS ENFORCEMENT TEAM

In 2008, district 7, which serves five counties and is located in the northwest corner of Washington, established its first Nighttime Emphasis Enforcement Team (NEET).

The district commander selected troopers for this team based on their proven performance in the area of arresting impaired drivers. Their passion and tenacity for arresting impaired drivers was evident in the high number of impaired driving arrests they had in the district. Their passion for saving lives was undeniable.

The goal of NEET, which was modelled after the New York City Police Department's successful Compstat system, was to concentrate driving while under the influence (DUI) enforcement in the areas where the most DUI incidents occured in order to stop fatal collisions before they happened.

Unlike New York, WSP troopers were tasked with collecting their stats by hand in 2008 because at that time, the WSP didn't have a data analyst to collect and analyze the data.

The data-driven analysis meant that NEET was deployed with a clear purpose and the team was provided understandable goals and objectives by their district commander and Chief John R. Batiste.

"There is no need, ever, for someone to put us all at risk by driving while impaired. All drug-and-drunk driving collisions are completely preventable tragedies," says Batiste.

In NEET's first 18 months, the fatality rate in the area where NEET was deployed was reduced by 40 per cent. This success provided the leaders of the WSP the results they expected and consequently created the foundation for developing TZT.

THE TARGET ZERO TEAM

NEET was such a success that, in July 2010, the WSP partnered with the Washington Traffic Safety Commission and other local law enforcement to establish the Target Zero Teams (TZT) in Washington State.

The initial TZTs were established in King, Pierce and Snohomish counties and became part of the Washington State's strategic highway safety plan, which sets forth a vision to reduce traffic fatalities and serious injuries to zero by the year 2030.

The Target Zero Program works to eliminate impaired driving fatalities and serious injury collisions by maximizing the number of impaired drivers identified and arrested. The program relies on strategically deployed, aggressive and high-visibility enforcement patrols to accomplish this goal.

Each TZT team was made up of six troopers and one sergeant. The TZT selection process was similar to that of NEET: the troopers were interviewed by the command staff of each district, their resumes were scored and a thorough review of the trooper's job performance appraisal was taken into consideration.

Once the TZTs were established, TZT members were issued new Ford Crown Victorias through a federal grant, equipped with the latest computer technology and a logo on the side of their car that read, "Under the Influence? Under Arrest! Target Zero Teams."

Lieut. James Riley was the sergeant of the first TZT in district 7. Riley took great pride in working with this elite group of troopers and he knew at the end of each shift that he and his team had saved lives and

The Target Zero Program works to eliminate impaired driving fatalities and serious injury collisions by maximizing the number of impaired drivers identified and arrested.

made a difference.

Riley said he loved being a part of such a dedicated and motivated team of troopers.

"Being a member of the Washington State Patrol's Target Zero Team has been the most professional and personally rewarding experience in my 22 years with the agency," says Riley.

"On a professional level, it was such a blessing to work daily with a detachment of highly trained, well-equipped and consistently motivated troopers who focused their efforts on proactive traffic law enforcement. While on a personal level it was rewarding knowing our efforts had a direct impact on saving lives in the communities where we lived and served," he adds.

Riley enjoyed the hard work and felt rewarded because each impaired driver removed from the highway was one less person who could hurt another.

During the press conference to launch the program, Chief Batiste provided a stern warning: "If you drive impaired the TZT is looking for you."

TZT used the zero-tolerance approach, stopping all violations, not just the ones that exhibited the classic signs of impairment. The four main violations the TZT concentrated their efforts on were driving while impaired, speeding, aggressive driving, and failure to wear a seat belt. Data showed that speed violations produce more impaired driver arrests than any other violation.

According to Lieutenant EJ Swainson, a former district 7 sergeant, the approach to arresting the impaired drivers was very systematic.

"We took information and produced a report every 42 days for each of these teams and focused on their geographical area," says Swainson.

These reports geographically plotted where people had called in about a possible impaired driver, at what hour of the day and on what night of the week. This systematic approach created a clear advantage for the troopers.

An arrest by a member of TZT is a life-altering experience. After the arrest, the impaired driver may spend at least one night in jail and their vehicle is impounded to prevent them from driving again until the alcohol or drugs have left their system.

RESULTS

From July 2010 to April 2012, TZT members removed 5,529 impaired drivers from the roadways. As of April 2012, fatal collisions investigated by the WSP were down 17 per cent, and impaired driving collisions were down 60 per cent. In June 2012, the TZT had saved 109 lives in King, Pierce, and Snohomish counties.

The TZT's success is attributed to several critical factors including the following:

- Dedicated mission
- High visibility
- Zero-tolerance enforcement
- Elite troopers
- Trained analysts
- Partnerships

The TZT's two-year pilot ended on June 30, 2012. Based on its success, the Washington State Legislature funded the initial three TZTs in King, Pierce, and Snohomish counties, making those teams permanent.

This has allowed the state to expand the program, working with the WTSC and other partners, adding two additional TZTs to work in Spokane and Yakima counties. These two counties now join King, Pierce and Snohomish counties with teams of troopers specifically looking for impaired drivers.

The TZTs in Spokane and Yakima counties were funded by grants from the WTSC allowing WSP to continue to respond to concerns over the number of DUI-related fatal collisions occurring in the state. The two new TZTs were deployed on July 13, 2013 and were issued grey Ford SUV Interceptors.

The enforcement provided by TZTs is one of the four Es of Target Zero. The other three are engineering, education and emergency medical services.

The WSP believes that each of these Es plays a significant role in assisting to reach the desired goal of zero deaths and serious injury collisions by 2030 and we continue to work with our partners in traffic safety to do so.

THE PREGNANT PAUSE

BIRTH CONTROL HELPS CONTROL SHESHATSHIU, N.L.'S DOG POPULATION

By Mallory Procunier

Facing the same socio-economic challenges as many other small communities in Canada, the Innu of Sheshatshiu, N.L., may now have one less issue to worry about.

Earlier this year, Cst. Jade Kean, a member from the Happy Valley – Goose Bay detachment, introduced a birth control program for roaming domestic dogs in the area to help control their population.

She noticed that something needed to be done after she moved to Goose Bay in 2010 and began adopting dogs to not only alleviate the SPCA, which was already caring for 60 dogs, but to also take them off the streets.

"I'd get calls from the guys in Sheshatshiu asking me if I had room for other dogs that had been hit by cars," Kean says. "Every day I was getting requests for help, and being in the community itself, I could see that there were dogs everywhere."

Kean tracked down Dogs With No Names — an Alberta-based group, led by Dr. Judith Samson-French, that's dedicated to humanely reducing the population of dogs in First Nations communities. Kean reached out to Samson-French, who was excited to take the project east to Labrador.

The Sheshatshiu Band Council and Dr. Hugh Whitney, the Chief Veterinary Officer of the province, also lent their support to the project because they saw how the contraceptive program could contribute to animal welfare, human welfare and rabies control.

"We had an outbreak of rabies in Labrador from January 2012 to April 2012 so there are always risks that it could get into these packs of dogs," Whitney says.

And Kean has seen the dangers firsthand. "I've had calls of dogs attacking each other and dogs fighting, when there are kids and adults everywhere."

TREADING LIGHTLY

Samson-French and her two colleagues arrived in June and immediately began looking for dogs. Along with band council employees and two employees from the province, they implanted a contraceptive hormone under the dogs' skin, in between the shoulders. At the same time, they vaccinated the dogs for rabies and implanted microchips under their skin for easy identification later on.

And as more dogs were implanted, more community members caught on to the idea.

"People were stepping forward with their dogs and asking if Dr. Samson-French could implant their dog for them and taking it upon themselves to take their animals to her," Kean says. "The whole community wanted to make a change."

Whitney says that the team was very careful to not make it seem like this was a government-led initiative to control the population.

"Every aspect of the program was discussed with and approved by the Sheshatshiu Band Council first," Whitney says. "We have a shared interest in a managed dog population and we're fortunate to now have a technology that would help solve this problem."

OUTSIDE THE BOX

In terms of population control, the community is already seeing a difference. Since the implant prohibits a female dog from being in heat, male dogs are less likely to fight to compete for the fertile female. Whitney says this is what Dr. Samson-French refers to as the "pregnant pause" — by temporarily stopping the puppy production cycle, the community is able to establish a longer-term approach to maintaining a controlled dog population.

"We have seen fewer dogs in the community and before we used to see them in packs," says Greg Pastitshi, the Sheshatshiu band council manager. "There'd be one pack of dogs coming in and one of them is in heat and there are about 12 or 13 dogs in the pack. We see that less now and hopefully it will continue."

Kean is now focusing her efforts on raising funds for the dogs that have been microchipped, but she says that the continuing work of Dogs With No Names in the area is making her work at the detachment much easier.

Whitney says that, if Kean hadn't tracked down Dogs With No Names, the project never would have happened. But Kean says it was about realizing that the issue was too big for one person to fix, and that she needed to reach out for help elsewhere.

"If you recognize a problem, try and make a change," Kean says, earnestly. "Take it upon yourself to find programs like this. There are tons out there that are making a difference in other communities and you have to start somewhere." ▪

Members of Dogs With No Names and community members round up dogs in the community to receive birth control implants, rabies shots and microchip implants.

Courtesy Dr. Judith Samson-French

BY THE NUMBERS

Dogs handled: 176
Females implanted: 63
Life span of implant: 2 years
Puppy births prevented: 4,032

A GRAVE STUDY

UNCOVERING THE SUBTLETIES OF HUMAN REMAINS

Sgt. Diane Cockle was working as a professional archaeologist in Saskatchewan in the mid-90s. After helping out at several crime scenes, Cockle joined the RCMP, looking for an adventure. Sixteen years later, she's become Canada's first expert in forensic taphonomy, a branch of forensic anthropology and archaeology, and her research and case work have brought her all over the world. Cockle tells Sigrid Forberg about some of what she found during her search for adventure.

Courtesy Sgt. Diane Cockle

Sgt. Diane Cockle, Canada's first expert in human remains, helped discover physical and forensic evidence from remains in Rwanda.

WHAT IS TAPHONOMY?

Taphos is the Greek word for grave and –ology refers to the study of, so it's the study of all the changes that occur to the body from the point of death to the point of discovery. The whole point of taphonomy is to try to differentiate natural from man-made changes and interpret what's happened to the body.

HOW IS IT USEFUL FOR POLICE INVESTIGATIONS?

It gives us the ability to say what's normal when we get to a crime scene. The way we decompose is actually different depending on the context. I can tell if a body has been decomposing in a grave and it's been exhumed by scavengers or a body that decomposed inside and was dumped after a period of time. It also gives us the ability to look at trauma. Is trauma a result of scavengers and insects, or inflicted by the bad guy? That's critical for prosecution.

I can also anticipate, given a set of circumstances, what the level of decomposition or the state of the body would be for search and rescue or recovery purposes. So someone is missing and presumed dead, in the middle of summer in Ontario for example, I can provide a probable state, which will impact the way we search for those remains.

ARE THERE DIFFERENCES ACROSS THE COUNTRY?

There are. One of the reasons is probably due to humidity. In my research, I compared the Lower Mainland area and the Ottawa area and found that decomposition actually happens faster both inside and outside in Ottawa area compared to Vancouver. That's critical information for police in terms of timelines.

WHAT HAVE YOU LEARNED IN YOUR WORK ABROAD?

Well, the work that I did in Rwanda was police work helping the War Crimes section in Ottawa with their investigations. The investigators generally work with witnesses and they interview them, but of course with the genocide happening 17 years ago, they don't have the forensic and physical evidence to support those statements. So they brought me in to actually substantiate some of these statements with forensic evidence. For example, I was able to exhume human remains and conduct a trauma analysis to confirm the witness statements. That's the first time that anybody has actually used the forensic approach for these types of investigations.

WHAT WOULD YOU LIKE OTHERS TO KNOW ABOUT YOUR WORK?

I really want police organizations to know that human decomposition is variable. Nobody can look at a body and estimate the post-mortem interval; it's very unpredictable and unreliable. There are a lot of methods and theories and formulas that have been put forward by a number of researchers out there and I've tested them and they haven't been validated. So just a caution that as police officers and crime scene investigators, when we go to some of the sciences to help us with crime scene investigations, that we cannot put any faith in post-mortem interval estimations based on the visible state of the body. In Canada, an expert can't come to a crime scene, look at the body and say, "Yes, this body has been dead for more than a year." Or, "This body has been here for more than five years." It can't be done.

SO HOW DO WE FIND OUT?

The most reliable way is actually to base it on the last time you saw the person alive or the last time they used Facebook or went online. Regular police work. There've been so many scientists and pathologists that use all these different methods, and they're just not valid. Michael Pollanen, the chief forensic pathologist of Ontario, giving evidence at the Goudge inquiry, he agreed that all current medical methods are just not as reliable as good, old-fashioned police work. ▪

HONOUR-BASED VIOLENCE IN WESTERN COUNTRIES

By Terje Bjøranger, Romerike, Norway

Although there are no comprehensive statistics on the subject, the rate of honour-based violence is increasing in many western countries, such as Norway. The most common forms of honour crimes are forced marriage, extreme control, detention and honour killings. Reports of this type of violence are increasing for many reasons.

One reason is the growth of the immigrant groups where honour norms govern individual behaviour. This can apply to people with backgrounds from such countries as Pakistan, Afghanistan, Iraq, Iran, Morocco and Somalia.

Honour is about having control over women. And the larger the diasporas, the easier it is for the families to maintain control over women. Experience shows that girls as young as 11 years have been the victims of extreme control and have been forced to marry, and this occurs both here in the West and in the family's country of origin.

Another reason for the increase is that the second and third generation immigrants are becoming increasingly westernized, which includes equality between the sexes.

In addition, young people with non-western immigrant backgrounds — much like young people with western origins — have boyfriends and girlfriends, and practise sex before marriage. This behaviour clashes with the honour-based culture.

Conflicts arise because the minority population living in the West is still closely connected to family members in their country of origin, and the values that are important in their country of origin clash with western values.

Many families maintain their traditional and cultural values even after living a long time in their new country. Often it's the head of the family in the country of origin who controls the behaviour of the family members who have migrated to countries in the West.

During the past 15 years, I have worked on upwards of 1,000 police cases of all types of honour-based violence. Most of these cases involve families who have lived in Norway for 20 to 30 years.

A third factor that may explain an increase in honour-based violence is that young people are getting better at reporting problems when they do occur. When a young person seeks help to get away from the violence, word spreads to other young people. They realize that it's safer to ask for help.

In Norway, we see this especially in connection with forced marriage, where minority youths are forced into marriage in order to bring a family member to Norway via family reunification rules. But more and more, these male and female youths are asking for help.

Most often, honour-based crime involves both physical and psychological abuse often in connection with force and detention. It's a problem not only for the individual victims, but for society as a whole.

Extreme control of women and children, violence and forced marriages all hinder integration. This is especially apparent when well-integrated young people with minority backgrounds have to suspend their career and studies in order to bring a person they were forced to marry from their family's country of origin to the West.

Furthermore, there's an overrepresentation of women needing emergency shelter and families needing child welfare services in cases where the marriage is forced or the spouse has been brought to the West.

But police, in co-operation with other agencies, can provide assistance.

PREVENTING FORCED MARRIAGE

In Norway, there have been several amendments to the laws with the specific intent of preventing forced marriages. Other types of honour-based violence, such as honour killings, are covered by the general laws. The *Norwegian Criminal Code* includes a specific provision that applies to forced marriage. This provision was implemented in 2003.

Since then, between eight and 10 criminal cases that directly concern forced marriages have been initiated, but this special provision has been used in very few cases. There's an ongoing debate about its usefulness. The problem is that the provision applies only to marriages that are validly entered into in the country of origin. When that's not the case, the general rules against force and violence apply.

In addition to the criminal provision, there are some special regulations designed to prevent family reunification based on force. More applications for family reunification

are now being rejected because they rely on marriages that are most likely based on force.

INTER-AGENCY COLLABORATION

In addition to changes in the law, there's a team supported by the Norwegian authorities that assists in individual cases. Established in 2004, the team is comprised of police, child services, immigration authorities and integration authorities.

It has provided assistance in more than 2,000 cases — from honour killings to forced marriages. Honour-related cases are so complex that inter-agency co-operation is almost always necessary.

In all likelihood, this type of inter-agency co-operation is a necessary supplement to changes in the law. Police must become a permanent part of this collaborative effort as their role is to evaluate the amount of threat in the situation, implement security measures and work preventively.

Early intervention in families using violence to control family members can prevent serious incidents from occurring later. Furthermore, police have the authority that's sometimes needed to gain acceptance in the communities we are dealing with.

Tight co-operation with the various embassies is essential. Norway has placed integration advisors at the most relevant embassies. These advisors assist Norwegian residents with minority backgrounds who have honour-based conflicts with their families while they are abroad. These advisors can assist when young people are travelling back home to Norway from their countries of origin.

Norway also relies on minority advisors. These are stationed at central high schools to act as a bridge between minority youths and authorities when problems arise — preferably before they occur. These are demanding positions, but the results have been positive.

The police in Norway have increased their focus on honour-related violence.

One measure taken is the creation of a website available to all police officers in the country. This site has detailed instructions, standard templates for interrogations and other tools that can help individual officers in an emergency situation.

Police can view templates for conversations with both those who are victims of honour-related violence and those who carry out threats to family members. There are also templates for how to evaluate the amount of threat.

International airports are important partners. For many youths, this is the last place they can turn to for help before they are forced to leave the country and travel to the family's country of origin. Having a system in place to handle these types of situations is effective. In order to work, this system must be known to the general public, especially in the schools.

POLICE AWARENESS

Why does this type of violence require special competence within the police? Isn't all violence the same?

The answer to the latter question is no. Honour-related violence differs from other types of violence in a special way. While a "regular" killing generally involves a conflict between the killer and the victim, an honour killing is based on a collective decision within the extended family. Often there is a family meeting, where it's decided who will carry out the murder, and how it will happen.

An honour killing involves many potential accomplices. Without understanding these family mechanisms, this can be difficult to see. Police must find out who has the power in the family, who did the killing, who assisted physically and who assisted mentally.

For these cases, police need to rely on both regular investigative methods and involve those who have special skills to find out what happened.

Honour killings and other honour-based violence cases are challenging for police. These cases can be very costly and difficult. At the same time, the problem exists and is probably growing.

This means that the police need to rethink their approach and obtain the necessary knowledge about culture, religion and traditions. It's not a problem that will disappear with time.

A police agency with knowledge about honour-based violence obtains the trust of those who need help. And the police depend on trust to do their job. ■

Terje Bjøranger is an assistant chief of police in the immigration unit in Romerike, Norway. He has worked on national guidelines for police and child welfare agencies on how to handle forced marriages, and is the editor of the national, internal webpage for police on honour-based violence.

HONOUR-BASED VIOLENCE COURSE

An online course is now being offered to improve front-line response to honour-based violence and forced marriage investigations in Canada.

Titled "Honour Based Violence and Forced Marriage Awareness for Police Officers," the course aims to provide Canadian police officers with a basic knowledge of the subject, such as what honour-based violence is, how police should conduct these types of investigations, and how they can better support victims of these types of crimes.

Following his work on the Shafia case, where Mohammed Shafia was found guilty of murdering his wife and three daughters in Kingston, Ont., RCMP Supt. Shahin Mehdizadeh realized that there was a gap in the knowledge of front-line officers in relation to honour-based violence and forced marriage.

Together with the Department of Justice's Family, Children and Youth Section, he set to work building an online course that could be accessible to all Canadian police officers to educate them on these types of investigations.

"It's something I've taken on to try and educate everyone in relation to the diversity in this country and how we police that," Mehdizadeh says.

The course is now available on the Canadian Police Knowledge Network, and Mehdizadeh can't stress its importance enough.

"It's critical to start educating our front-line officers on certain aspects of different cultures and dealing with them, and part of this course will provide that opportunity to look at the components of what we should be doing," says Mehdizadeh.

—Mallory Procunier

Enfield Youth Engagement Panel

The Enfield Youth Engagement Panel comprises local youth workers who conduct positive outreach, including peace marches, to unite the community against violence.

GOODBYE GANGS

ENFIELD'S WINNING APPROACH TO TACKLING YOUTH VIOLENCE

By Sandeep Broca, crime analyst, Community Safety Unit, London Borough of Enfield, U.K.

The London Borough of Enfield (U.K.) had experienced persistent levels of youth delinquency since the mid 1990s. Initially this consisted of anti-social behaviour and low-level incidents amounting to nuisance rather than criminal offences. Toward the early 2000s, however, more serious incidents of violence were becoming common, particularly crimes linked to group offending and gangs.

By 2007, four named gangs were present in Enfield and gang-linked violence escalated. The following year, cross-borough youth violence resulted in a series of youth murders, a number of which were the result of gang disputes. These incidents led to further rivalries developing internally within the borough and externally across London, with existing gangs expanding in membership and further groups emerging in the aftermath.

Heavy media attention of these escalating issues led to the area being nicknamed 'Shanktown.' Numerous newspaper articles and documentaries focusing on Enfield portrayed the borough as the setting for a 'war between gangs.'

This resulted in increased fear within the local community, particularly amongst schoolchildren and parents. The 2009 Enfield Community Safety survey revealed that only 33 per cent of respondents felt safe in their local area after dark.

Between 2006 and 2009, more than 2,000 separate incidents of serious youth violence were recorded, averaging 11 offences per week. Partnership agencies across the borough decided to take an in-depth look at the escalation of violence and growing gang culture.

The analysis identified that the majority of victims and suspects were aged between 10 and 19, with two-thirds being male. Common locations of these offences included around schools, transport hubs, shopping centres and housing projects.

It was also noted that offending levels closely matched school patterns. In the hours immediately after schools closed, offending levels were at their highest. During the annual summer break, the number of incidents dropped off significantly.

Enfield's Community Safety Unit (CSU) collated and analyzed all information available to the partnership to identify the gangs in the borough and the young people linked to these groups.

From this information, a total of eight gangs were identified as being active within the local area. Of these, two stood out: Young Dem Africans (YDA) and Get Money Gang (GMG). These groups had been responsible for more than 70 per cent of gang-related violence between 2007 and 2010.

The data revealed that identified gang

members contributed to more than 25 per cent of youth crime while forming less than one per cent of Enfield's youth population, a significant over-representation. This disproportionality was even more distinct when considering stabbings and serious violence. Additionally, gang members made up 45 per cent of all youth violence victims.

In order to tackle youth violence and gang issues, a multi-faceted partnership approach was deemed necessary. This led to the development of a problem-solving group known as the Enfield Gangs Action Group. This approach had three key stages:

- Analysis to enable local gang issues to be understood and to identify the young people involved
- Information sharing with local and cross-border partners to enable the creation of gang and offender intelligence profiles
- A fortnightly working group to manage priority gangs

The group consists of a wide range of agencies including police, youth offending service, an Anti-Social Behaviour Team comprising trained officers who deal with low-level nuisance reports, Enfield's CSU, a Youth Support Team that delivers mentoring and other positive activities within the local community, local housing providers, school representatives, probation, social care, U.K. Borders Agency and charity organizations.

The action group aims to prevent and minimize violence between groups of young people, co-ordinate action plans for individual gang members through enforcement, intervention and support to divert them onto positive pathways, and improve information sharing and local knowledge of gangs.

Analysis and previous police operations showed that an enforcement-based approach alone was not a viable long-term solution to gangs and youth violence issues.

The group identified a need to provide exit strategies and support to enable offenders to leave gangs. To facilitate this, a Gangs Call-In project was designed, which takes place in a courtroom in a local Crown Court. Up to 40 identified gang members and youth violence perpetrators are invited to attend each session, which features a series of hard-hitting presentations:

- A senior police officer explaining that the event is an opportunity to stop offending and to move onto a supported pathway. It's also made clear that all enforcement options will be used, should individuals actively chose not to engage.
- A surgeon detailing the medical effects of violence including graphic images of victims' injuries.
- A mother of a murdered youth explaining the effect on her and her family of losing her son.
- Ex-gang members who have rejected the gang lifestyle recounting their experiences and how they left their gang.

Following this, numerous service providers outline what they're able to offer as assistance. Should they choose to engage with these services, a priority service is provided to ensure the support is put into place as quickly as possible.

In the days immediately following a Gangs Call-In session, contact is made with each individual to ensure they receive the support necessary to enable them to exit the gang lifestyle.

Housing projects that had suffered from youth violence for several years were also historically gang territories. Following site surveys by a specialist crime prevention officer, a number of recommendations were implemented to help reduce crime in these hot spots:

- Remove shrubbery to prevent weapons being secreted in these areas and to improve natural surveillance
- Clear rubbish and debris, particularly bricks, which may be used as weapons
- Install key-operated gates and railings to improve access control measures and to limit escape routes
- Lock rubbish chutes to prevent unauthorised access to housing blocks
- Apply anti-climb paint to prevent offenders from entering buildings
- Install automatic security lights to act as a deterrent and reduce the fear of crime felt by residents

Weapons were being hidden by young people in various public locations such as bushes, flower beds and on top of garages. As these were often well secreted, they were not easily visible to patrolling officers.

The group purchased 70 handheld metal-detecting wands, which were distributed to frontline staff in areas where weapons were known to be hidden. These have been used during daily patrols and sweeps in the borough to locate any dangerous items.

To tackle robbery hot spots around schools, youth support patrols have now been established. These are patrols carried out by the Enfield Youth Engagement Panel (YEP), police and members of the community in identified robbery hot spots to extend guardianship and to reduce the number of vulnerable school-age children being targeted.

The results of this work were clear almost immediately: a 35 per cent reduction in serious youth violence was recorded in 2012-13, with youth robbery also falling by 26 per cent over this same period. This represents a cost saving of more than £2 million ($3.2 million) a year for the local area.

As of July 2013, youth robbery levels in Enfield are at their lowest recorded levels, with a two-thirds increase in the proportion of offenders who are subject to a supervision licence, which imposes certain conditions once the offender is released from prison or a detention. Furthermore, improvements to CCTV coverage have led to more than twice as many youth offences now being caught on camera compared to 2009/10.

Regular weapon sweeps have resulted in more than 200 hidden knives and firearms being removed from the borough, leading to a reduction in the proportion of offences in which a weapon is used. Additionally, gang-related estates have experienced a 16 per cent decrease in anti-social behaviour, with one estate achieving a 50 per cent reduction.

Over 50 young people have signed agreements to exit gangs through the Call-In process, with two-thirds not committing any subsequent offences. Many of these individuals are now involved in positive activities and continue to be supported by local agencies.

Overall, this work has resulted in 67 per cent of residents now feeling safe after dark in their local area, which is more than twice as many as compared to the 2009 residents' survey. This has been a key outcome for the project as it demonstrates that the work being done is having a significant tangible effect on the local community. ■

ONCE THEY WERE LOST, NOW THEY ARE FOUND

PROGRAM HELPS PROLIFIC OFFENDERS ESCAPE CYCLE OF CRIME

By Mallory Procunier

Between 2004 and 2006, the effects of high criminal activity in certain neighbourhoods in Kamloops, British Columbia (B.C.), were causes for concern. Prostitution, drug dealing and gang activity happened in the open, and RCMP members responded to an average of 142 calls for service each day.

"Our members were run off their feet, our public complaints were high, and we weren't able to keep up," says Sgt. Darren Michels of the Kamloops detachment. "We were taking our files and looking for ways to write them off. We weren't providing a proper policing model to the city of Kamloops."

The Kamloops detachment needed a strategic approach. Members began working with Dr. Darryl Plecas, a former RCMP research chair with the University of Fraser Valley, on the theory of the prolific offender — an individual who is essentially trapped in the cycle of crime.

They flagged 32 of the city's most prolific offenders and began monitoring them to see what they were up to — the first task of the detachment's soon-to-be crime reduction unit.

But to be successful, they needed a community approach.

BRANCHING OUT

Along with representatives from the city's probation office, the Kamloops Regional Correctional Centre, Crown counsel and other local agencies, the RCMP in Kamloops formed the prolific offender management (POM) group in 2007.

At their first meeting, representatives discussed every prolific offender on their 32-person list to determine the best course of treatment for each person.

"If the offender is in jail, we talk about what he or she has been doing in jail. If he or she is in the community, we check if he or she is on probation," Michels says.

By having representatives from all types of community groups at the table, all agencies can get a sense of how a particular offender is behaving, and what the next steps should be to help them leave the cycle of crime — whether that's a referral to an addictions counsellor or more jail time.

"Through the prolific offender program, we basically give the offender three choices," Michels says. "Get help and work with us to change your ways, get out of town, or go back to jail."

TAKING IT TO THE STREET

Michels now leads the Kamloops detachment's crime reduction team, which comprises two criminal intelligence analysts, one criminal intelligence officer, a mental health crisis team and two street crime reduction teams.

The crime reduction teams let the POM know what the offenders are up to at night — information they gather through nightly street checks.

"We go out every night and do between 10 and 20 curfew checks on our worst offenders," Michels says. "We make sure they're home, they're sober, and they're compliant with their conditions."

In 2012, the detachment conducted 4,147 street checks, but only 2,409 were done by the street crime reduction teams.

"The other half were done by the other members at the detachment," says Jason Levine, a criminal intelligence analyst with the unit. "We really push that it's a detachment approach because that allows for everyone to know who our worst offenders are."

Since they began doing street checks, the detachment has noticed a huge decrease in the number of property-related crimes in the area. They dropped 51 per cent between 2007 and 2012.

"If you look at the actual number of street checks in larger detachments, they might have the same number as us," says Levine. "But if you look at a rate per population, we're making the highest number of street checks in British Columbia."

STRONGER BONDS

Lindsay Gordon, the manager of the Kamloops probation office, says that before the POM existed, employees were managing high-risk clients and had a hard time knowing what they were doing behind closed doors.

"The biggest benefit for us is that we have a brand new relationship with the RCMP," Gordon says. "We have far better access to information about what our clients are doing or what the police suspect they're doing and that allows us to be so much more effective in helping them try to change their behaviour."

To Michels, it's simple — target the people who do the most crime and try to get them to stop.

"We're not only targeting them and doing enforcement, but we're offering them an avenue out. We're giving them the choice to either comply with these conditions or leave," he says. ■

Sgt. Darren Michels and Lindsey Gordon chat about prolific offenders in the Kamloops area.

Cst. Kim Lucas

just THE FACTS

MISSING PERSONS

Whether victims of stranger abductions or natural disasters, the reasons a person goes missing can be as varied as the victims. One thing they all have in common is the questions they leave behind — both for their families as well as investigators assigned to their cases. As the following statistics show, many may be missing, but few are forgotten.

Earlier this year, the RCMP's National Centre for Missing Persons and Unidentified Remains launched a national website, profiling various missing persons, children and unidentified remains cases in the hopes of soliciting tips for these ongoing cases.

In 2012, 19,335 adults were reported missing in Canada. Of that number, the majority — 11,863 — were listed as unknown causes.

That same year, 45,093 children were reported missing — 31,978 were determined to be runaways.

Youth between the ages of 14 and 15 make up 45 per cent of missing children / youth reports in Canada.

Elizabeth Smart's case is one of the most high-profile missing persons cases in the United States. Kidnapped at age 14 in 2002 and held captive for nine months, the media attention her case received was integral in her rescue when a man spotted Smart with her captors not far from her home in Utah.

American television personality and anti-crime advocate John Walsh rose to the public eye in 1981 when his son, Adam, was abducted and killed. His show, America's Most Wanted, which ran for 23 seasons, was the longest-running program of its kind and led to numerous tips and leads in missing persons and children cases across the country.

Smart and Walsh's cases are two of the exceptions to the rule: 94 per ent of children in the United States who are kidnapped are found within the first three days.

Each year, 35,000 people are reported missing in Australia. Most are found within a short period of time; however, there remain approximately 1,600 long-term missing cases.

The emotional impact on families and friends of missing persons can range from feelings of fear, anger, guilt, blame, frustration, ambiguity and isolation. Along with the emotional aspects of having someone missing, there may also be financial and legal matters that need to be addressed.

In 2008, the Australian National Missing Persons Co-ordination Centre developed a counselling framework, which assists health professionals in understanding the trauma families and friends of missing persons experience when they are confronted with an unresolved loss and helps them better understand the impacts and issues associated with missing persons.

The Fast and Efficient International Disaster Victim Identification (FASTID) Project was launched in 2010 with an overall budget of almost €3 million. Led by INTERPOL and partly funded by the European Commission, the project will establish an international system to manage inquiries concerning missing persons and unidentified remains in the event of disasters as well as day-to-day policing.

The Mexican government says more than 26,000 people have been reported missing since 2006, when Mexico launched an offensive against drug cartels.

The National Commission for Truth and Reconciliation released a report in 1991 regarding the human rights abuses resulting in deaths or disappearances committed in Chile under the military rule of Augusto Pinochet. According to the report, over a 17-year period, 2,296 people were killed; however, official lists put the number of victims at 3,195, of which 1,183 are listed as "disappeared."

Following the cessation of conflicts in the former Yugoslavia, there were 40,000 persons missing and presumed dead. This number includes the conflicts relevant to Croatia, Bosnia and Herzegovina, and Kosovo as well as the 2001 crisis in Macedonia.

In the wake of the 2011 8.9 magnitude earthquake in Japan, Google launched a Person Finder Tool — a free information service to help relay or search information about missing persons. The Person Finder Tool was also deployed earlier this year during the confusion following the Boston Marathon explosion.

CANADA'S DECLINING BANK ROBBERY RATE

By Dr. Frederick Desroches, Department of Sociology and Legal Studies, St. Jerome's University, University of Waterloo

A recent article in *The Economist* reports on the declining crime rate in the developed world and the near disappearance of bank robbery in the United Kingdom.

Data from Statistics Canada similarly reveal a reduction of 22 per cent in police-reported property and violent crime from 2000 to 2012. Bank holdups have declined even more dramatically — 46 per cent — across the country from a total of 1,098 robberies in 2000 to 591 in 2012.

DEMOGRAPHICS

Research shows that most crimes are disproportionately committed by younger men and that involvement in crime declines with age. The recent drop in Canada's crime rate can be partially attributed to an aging population (from a median age of 36.8 in 2000 to 40 in 2012).

This demographic change doesn't in itself account for the large decrease in the bank robbery rate. Credit has to be given to the banking community for improved security and to the police who have taken advantage of new technology, forensics and communications to reduce robberies.

IMPROVEMENTS IN BANK SECURITY

The amount of money stolen in bank robberies is small (often less than $1,000 per robbery) and banks are relatively unconcerned about these financial losses. Instead, their focus has always been the safety of their employees and customers.

For this reason, the banking community trains and directs staff to co-operate with robber demands and hand over the money as requested. This policy is meant to minimize confrontations with the offender and ensure that robbers depart bank premises as quickly as possible. A policy of compliance and co-operation is supported by the police as a means of reducing the risk of violence against staff and customers (Desroches, 1997).

In recent years, banks have increased security by limiting the cash available to robbers and through the increased use of time locks, alarms, rewards, guards, digital cameras, dye packs and other security devices.

Perhaps the most important improvement in security has been the extensive use of digital cameras in banks, which began after the January 1999 killing of Nancy Kidd, a Brampton bank teller who was shot during a takeover robbery by four armed men.

Evidence at the ensuing murder trials included surveillance camera photographs of the holdup. However, the "poor quality" of the photos was reported in the media and was blamed, in part, for the difficulty in convicting one of the accused of the most serious charge of first degree murder (Peel Law Chambers, 2000).

CHALLENGES AND IMPROVEMENTS

Today, investigators credit improvements in technology including high-resolution security cameras/videos and police computer systems for their ability to successfully apprehend offenders.

Photographs are particularly helpful in identifying and apprehending individuals who use minimal disguise in committing their crimes.

Offenders who stand in line and pass a note to a single teller — often referred to as "note pushers" — typically make up more than three-quarters of all bank robbers and usually don nothing more than a baseball cap and sunglasses to disguise their appearance.

Takeover style robbers (solo gunmen and bank robbery crews) use a commando-style modus operandi and rush into the bank, display a gun, utter threats and commands, often vault the counter and empty several tills (Desroches, 1995: 142-153).

These offenders are more difficult to identify since they typically wear full facial disguises. Videos and photographs nonetheless provide valuable information including height, race, clothing, voice and other features that can help officials or the public to identify who they are. This information is used in robbery bulletins sent out to officers in their cruisers, correctional personnel, and the media in an attempt to identify culprits.

Police today also make use of improved forensics including fingerprints and DNA to apprehend criminals sooner.

In April 2013, two armed men shot a teller and customer during a bank holdup in Brampton, Ontario. One of the suspects was identified from a fingerprint found in the stolen getaway car. Investigators received more

SNAPSHOT OF A MODERN BANK ROBBER

Almost all offenders are men. Robbery is a crime of violence that is seldom committed by women. When women are involved, they typically assist a male partner.

Younger bandits. Although most robbers are still in their 20s, the police will occasionally arrest young offenders for bank holdups. This was a rare occurrence in the 1980s.

Less serious criminal records. The police report that they now encounter more offenders with minor criminal records or no record at all.

Fewer robberies per offender. These days, offenders are committing far fewer robberies before being arrested. The serial robber has not yet disappeared but is much less common than in the past.

Disappearance of old-time professional robbers. The police report that very few professional criminals now rob banks. Bank robbery is no longer a lucrative crime and serious criminals have moved into drugs, fraud and other offences that pay better.

Ethnic background of offenders. The majority of bank robbers in the 1980s and early 1990s were Caucasian. These days, the offender population includes newer immigrant groups.

than 50 tips after releasing security camera footage of the incident to the media. Both suspects have since been arrested and charged.

Improved bank security and police investigative practices have increased clearance rates for bank robberies from approximately 70 per cent in the 1980s and 1990s to 90 per cent in recent years (Desroches, 1995).

Offenders are identified much sooner and no longer have the opportunity to embark on a robbery spree. Consequently, most commit far fewer robberies before being apprehended.

The median number of convictions per offender as reported in *Force and Fear* was 10 bank robberies. Of 80 offenders interviewed, 21 were convicted of one to five holdups; 19 were convicted of six to 10 robberies; 20 did between 11 and 20 holdups; and the remaining 20 had more than 20 bank robbery convictions.

During that time, it was common practice for the police and media to give nicknames to robbers based on their M.O. and/or appearance such as "the pot-belly bandit" and "the subway bandit" (Desroches, 1995).

Today, the "vaulter bandit" is a rare breed of robber who has approached 20 robberies without being apprehended (*Financial Post* November 22, 2012). A recent review of Hold Up Squad files for the years 2010 to 2012 found surprisingly few serial robbers since most have been arrested after only one holdup.

THE MASS MEDIA

Bank robberies are high-profile crimes that are often reported in the media. In addition, the police routinely make use of newspapers, television and social media to assist them in their investigation.

York Regional Police

Today, the "vaulter bandit" is a rare breed of robber who has approached 20 robberies without being apprehended.

One of the significant findings reported in *Force and Fear* is that approximately one-third of offenders conceived of the idea to rob a bank from ongoing newspaper reports that portrayed bank robbery as non-violent, impersonal, fast, easy and a low-risk means of obtaining cash in a hurry.

Typically, newspapers in the 1980s reported many robberies in which offenders escaped but far fewer in which culprits were caught.

Today, would-be robbers receive a different message from the media. There are far fewer reports of offenders getting away with robbery and more articles of robbers being arrested. These facts discourage others from taking up this activity.

CONCLUSION

Bank robbery has always been a high-risk crime with severe penalties. By increasing the risk even more and decreasing the potential profit, the banking community and police have made this criminal activity even less attractive.

The changing nature of financial transactions has also diminished robbery opportunities. The increasing use of debit and credit cards, direct deposits and online banking means that people rely less and less on cash to conduct business.

Consequently, bank robbery rates have declined significantly and bank robbery is a crime that may disappear altogether in the near future. ■

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SOLVING A 50-YEAR MYSTERY

NEW APPROACH HELPS FIND MISSING PERSONS

By Curtis Harling, media relations co-ordinator, Surrey, B.C., RCMP

On July 16, 2013, the Surrey RCMP Missing Persons Unit received a startling phone call. It was a call that finally put an end to an unsolved mystery more than 50 years in the making. Lucy Ann Johnson, one of the Surrey RCMP's oldest missing persons, had been found.

Johnson was originally reported missing on May 14, 1965. However, police later learned that she actually went missing in September of 1961. Believing she may have met with foul play, police conducted a thorough investigation into her disappearance at the time, but never found any evidence to support this theory.

Over the years, investigators had been in touch with Johnson's daughter, Linda Evans, who still resides in Surrey, British Columbia (B.C.). As a result of a renewed appeal for more information on her mother's case by the RCMP in Surrey, Linda decided to post classified ads in newspapers in northern B.C. and the Yukon where she knew her mother had resided when she was younger.

This set the wheels in motion and led to that fateful phone call received by Cst. Mike Halskov, who was the primary investigator on the file.

"I received a phone call from a woman living in Whitehorse, Yukon, who had recently seen a classified advertisement in her local paper about a woman looking for her relatives," says Halskov. "She then followed a link to additional information on our website and was stunned to be looking at a very old photo of her own mother [as a younger woman]."

The woman continued to explain that her mother was alive and well and living in Whitehorse. She had no idea that her mother had children from a previous marriage or that she may have a half sister living in Surrey who she had never met.

Once some additional information was confirmed, the RCMP Missing Persons Unit in Surrey arranged for the RCMP in Whitehorse to follow up with the woman to confirm her story and identity. Investigators soon learned that Johnson was in fact living with family in Whitehorse. She had been there for more than 30 years.

The two sisters have since been in contact and the family reconciliation has now begun. While both daughters are quite ecstatic about this new revelation, it's a life-changing event for the families with many questions to be answered.

"While we are obviously very happy with the successful conclusion of this lengthy investigation, we are respecting the family's request for privacy at this time," says Halskov. "That being said, I think this file is a perfect example of how we never give up trying to locate a missing person or at least try to obtain answers for the family and loved ones left behind. No matter how old a file is, we don't give up on the investigation."

The story made international headlines and the detachment received inquiries from around the world about how a case was solved 52 years later.

NO COLD CASES

"There are many reasons for people to go missing," says Cpl. Barb Creighton of the Surrey Missing Persons Unit. "Some of these reasons include leaving an abusive relationship or situation, relapsing with respect to drug and alcohol addictions, medical issues, mental health issues, or simply wanting a break from life."

As is common practice with all RCMP detachments, a number of investigative strategies are undertaken to determine the possible whereabouts of missing persons: interviews with family, friends and associates; frequent contact with multiple government and private agencies; and application of

CANADA'S MISSING SOUGHT THROUGH WEBSITE

The RCMP's National Centre for Missing Persons and Unidentified Remains (NCMPUR) has launched a new website, Canada's Missing, to solicit leads in unsolved missing persons and unidentified remains.

The site publishes profiles on missing individuals or found remains as well as contact information for the police of local jurisdiction for each case.

As of August, NCMPUR had a total of 780 cases from 197 units in more than 70 different agencies or RCMP detachments.

A week-long social media initiative, timed to coincide with National Missing Children's Day on May 25, showcased different profiles of missing children each day.

The hope was that by driving traffic to the website through the campaign that people would end up going back to the site in the future. Over that week, their page visits went up 1,000 per cent compared to the period of time since it was launched in January.

In partnership with the RCMP's National Aboriginal Policing Section, the Native Women's Association of Canada (NWAC) and the Assembly of First Nations (AFN), NCMPUR also held a campaign via the website to raise awareness about missing Aboriginal women and girls in October that coincided with the annual Sisters in Spirit vigil.

NCMPUR is working with various police services, coroners and medical examiners to make Canada's Missing the site used by investigators to reach the public when seeking to solicit tips.

"It all makes a difference," says Insp. Carole Bird, the officer in charge of NCMPUR. "Even if someone is searching for one person, they might see a different profile they have information on and be able to help us advance another investigation."

— Sigrid Forberg

forensic tools and techniques. No file is ever concluded or goes "cold" unless the person is found. The Surrey RCMP Missing Persons Unit has an excellent track record with close to 70 per cent of missing persons being located within 48 to 72 hours. However, despite the best efforts by investigators, some cases do remain unsolved for years or even decades.

"Time is the worst enemy," says Creighton. "Evidence may deteriorate, witnesses or family members may pass on, and changes in the physical landscape may occur which affects our ability to search for answers on some of these cases."

The Surrey RCMP Missing Persons Unit has dozens of historic missing persons cases dating all the way back to 1957. The challenge for investigators was how to find these historic missing persons and how to keep the files alive in the public.

NEW APPROACH

In the spring of 2012, the Missing Persons Unit was reviewing an outstanding missing person investigation with the detachment's Media Relations Unit and discussing ways to advance communication with the public. A considerable number of historic missing person files still existed and little to no information had been uncovered on them in quite some time.

In order to generate new possible leads and inject some life into these cases, the Media Relations Unit suggested making a periodic public appeal to bring these cases to light once again. It was also discussed that some of the files had unique characteristics that may catch the attention of the media and public.

"Although the chances of a significant development were fairly minute, it was the least we could do to help bring some closure to the individuals' families and their loved ones," says Cpl. Bert Paquet, a media relations officer in Surrey.

After filtering through all of the historic cases, the list was narrowed down to include the most relevant files and those most likely to generate some media and public attention. They ranged from cases only a few years old to Surrey's oldest missing person file still on record.

Each appeal included a more detailed synopsis of the circumstances surrounding the person's disappearance, possible media interviews with existing family members and investigators, and additional details and photos on the detachment's website and social media channels.

RCMP

This older photo of Lucy Johnson ran alongside a missing persons reappeal by police and Johnson's family. Johnson was found alive and well last July, more than 50 years after she went missing.

Local media were happy to participate and picked up most of the appeals in their publications or broadcasts.

Some of the stories were also picked up by media outlets across the country and attracted the attention of charitable organizations with an interest in missing persons. While the detachment's Twitter and Facebook sites were still in their early stages, many outside agencies posted the appeals on their own social media channels as well.

Over the course of the next few months, investigators received a variety of tips from all parts of the world including some for the oldest missing person case on record.

In June 2013, the decision was made to profile another unique file that had not seen much activity in quite some time: the case of Lucy Johnson.

LESSONS LEARNED

The outcome of the Lucy Johnson case demonstrated to investigators the value of engaging the public through various communication channels to help further their investigations. It also showed how valuable it can be to engage family members in new attempts at finding their loved ones, even after long periods of time.

The renewed appeal to locate her mother had clearly energized Linda Evans. After speaking with local media about her mother's case and seeing the interest it received, Evans got the idea to place advertisements in northern papers. Ultimately, this was the turning point that was needed to eventually locate her mother.

"There's no question that without Ms. Evans' diligence, we might still be looking for her mother right now," says Halskov. "What we've learned is that using traditional and new media to engage the public in historic missing person's cases can be a catalyst to re-engage those families in our investigation. In those rare cases, such as Ms. Johnson's, it may even lead them to locating the person themselves."

Going forward, the RCMP in Surrey will continue to periodically profile historic outstanding missing person's investigations. While the likelihood of such a positive outcome to an outstanding missing person investigation is rare, the RCMP is happy with the support it has received from the public and media in helping to bring closure to this half-century long mystery. ■

A DIFFERENT PERSPECTIVE

MEMBER SHARES COMMUNITY POLICING TACTICS WITH KYRGYZ POLICE

Sgt. Darren Kowalchuk, with the RCMP's International Peace Operations Branch, knew that it would be hard to teach community policing to police in Kyrgyzstan. In the landlocked and mountainous central Asian country that struggles with ethnic and political conflicts, the concept didn't exist. But, as Kowalchuk tells Mallory Procunier, over the course of a year, he taught the public and the police to trust one another.

HOW DID YOU START TEACHING THE POLICE ABOUT COMMUNITY POLICING?

We were provided with a cargo van that was fitted up with seats and a table that we called an MPR — a mobile police reception. We explained to the public that the police would be visiting them regularly to listen to their complaints and concerns, whether they were social, personal or what have you. I called it the ice-cream-truck approach. We taught the Kyrgyz police officers how to take complaints, do follow-ups and to just be proactive community policing officers. We'd go out every day with them and we spent a month doing that.

From there I introduced the foot patrol. We went through the community, to the market areas, into the Uzbek areas, the Tajik villages and then got the police officers out walking in the communities. I was the Pied Piper. Everyone was out for a walk and people were just chatting and talking and almost always at the end of it, an impromptu feast would happen. You had chai and then more food would come and the next thing you knew, your half-hour walk was four hours. The police officers', minds were blown thinking that they just spent four hours doing community policing in the village. Not only did they have a great time, but they learned about some of the problems in the village.

Sgt. Darren Kowalchuk meets some Kyrgyz men during a walk about in the town.

Courtesy Sgt. Darren Kowalchuk

When the police saw us interacting with people and having a good time and getting the social issues out of the way, they jumped onto it after that.

HOW DID YOU DEAL WITH THE ETHNIC AND POLITICAL CONFLICTS IN THE AREA?

The problems weren't ethnic-based, I found out. They were environmentally based mainly, because people were fighting over access to running water. The water pipe that delivered water through the area was being sabotaged so the people at the lower end of the pipeline weren't getting water. The access to water issue became an ethnic issue. The next thing you know, it was split into two sides, the Uzbeks standing on one side of the street and the Kyrgyz on the other, all ready to fight.

The police would ask our advice on how to mediate. While it was happening, we'd gather up all our troops and get in between them and say, "Let's talk about this, why is this happening." We managed to mitigate every incident that occurred, which was very fortunate.

WHAT OTHER PROBLEMS DID YOU ADDRESS?

The village administrations and the police identified that the biggest problem area was the youth. They were the ones who were fighting and getting upset about things. I started a youth outreach program that was designed to get the three ethnic groups — Kyrgyz, Uzbeks and Tajiks — together to play different kinds of activities. We sponsored volleyball tournaments for the girls and the boys.

I also wanted to do an event that brought together youth and police from both sides of the border. I got them to round up girls and boys from Uzbekistan and Tajikistan and we played a two-day volleyball tournament. We even had the police play a game against each other. All the kids were mixing together, and the police were mixing with kids from both sides. After I left, the police carried it on. Now, every two weeks, the Kyrgyz police and the Tajik police get together on one side of the border to play volleyball and have dinner together. ▪

KNOWLEDGE FLOWS FROM THE ISLAND

INDONESIA-BASED FACILITY CONNECTS GLOBAL POLICE COMMUNITY

By Mallory Procunier

In early October 2002, the tourist district of Bali — an Indonesian island surrounded by white sandy beaches and pristine coral reefs — was rocked by a terrorist bombing attack that killed 202 people. Most of the victims were Australian, and a few were Canadian, which demanded an international response.

In the following years, the international law enforcement community worked together to come up with a solution to provide the local Indonesian National Police (INP) with knowledge and skills on how to better detect and investigate terrorist activities. The result was the creation of the Jakarta Centre for Law Enforcement Co-operation (JCLEC) in 2004.

Since then, members of different law enforcement agencies across the globe have been seconding police officers to the centre to train local officers from Southeast Asia (SEA) on topics such as intelligence analysis, critical incident commanding and counterterrorism investigations. The RCMP has had a presence at the centre since 2007, and has since hosted 36 training programs and trained almost 800 police officers from SEA.

As a result of the well-developed training programs at the JCLEC, the Department of Foreign Affairs, Trade and Development decided to fund the program for another two years, extending the RCMP's presence there until April 2015.

SHARED INTELLIGENCE

Over the next two years, Canadian police representatives at the JCLEC will be responsible for leading two streams of training: counterterrorism and people smuggling.

The RCMP will lead the counterterrorism (CT) training, which will prepare the INP's Counterterrorism Unit with enhanced surveillance techniques to monitor the activities of a particular local jihadist group that's linked to Al-Qaeda, along with other known terrorist fragments within the SEA.

"Over the past several years, these groups have become very aggressive, targeting Indonesian Police establishments and police mosques," says S/Sgt. Don Dupasquier, the current RCMP training program manager at the JCLEC.

As the first of its kind at the JCLEC, CT training will also include a counterterrorism investigation management program. This is a joint effort by the United Kingdom and Canada.

A GLOBAL APPROACH

Together with Australia and New Zealand, Canada will also lead training and discussion on the investigation of people smuggling — a growing crime in the SEA region where people are illegally and fraudulently transported across an international border.

Australia has been battling this crime for years, so the Australian Federal Police (AFP) have much to share with investigators from the SEA region. But the police trainers from New Zealand and Canada can also benefit because crime has recently reached their shores.

"The arrivals of the migrant vessels Ocean Lady in 2009 and Sun Sea in 2010 to the shores of British Columbia highlighted the requirement for Canada to protect itself from this transnational crime and also reinforced the fact that no country is immune to such activity," says Dupasquier.

Each course is delivered to 26 representatives from countries where people smuggling is likely to originate or pass through.

"Nowadays, Indonesia is no longer only a transit country but is also the origin of people smuggling victims, so capacity building for Indonesian law enforcement personnel is highly required," says INP Brigadier General Soepartiwi, the executive director of the JCLEC.

Already, six of these programs have been delivered to police investigators from SEA, and over the next two years, six more will be delivered to investigators from Thailand, Indonesia, Malaysia, the Phillippines, Pakistan and East Timor.

During the two programs that Canadian police led, experts from the RCMP in British Columbia's Integrated Border Enforcement Teams who investigated the illegal migrant vessels were brought in to act as the senior Canadian trainers to share their experience in dealing with what Dupasquier refers to as an extremely lucrative crime.

"This provided credibility to the program and also allowed the RCMP to further develop a network of international contacts within the law enforcement community who investigate this crime trend," Dupasquier says.

The JCLEC hopes to deliver a program for marine police in the future, in order to better prepare police to intercept illegal migrants who travel by sea. Until then, it will continue to facilitate the sharing of information between police agencies that now understand how important it is to co-operate.

"JCLEC is a working example of what can be achieved when governments and agencies come together to tackle a specific issue," says Supt. Sandra Booth, a senior liaison officer with the AFP at the JCLEC. ■

Investigators from Southeast Asia complete the second people smuggling program offered at the JCLEC by Canada, Australia and New Zealand.

JCLEC

LATEST RESEARCH IN LAW ENFORCEMENT

The following are excerpts from recent research related to justice and law enforcement and reflect the views and opinions of the authors and not necessarily those of the organizations for which they work. To access the full reports, please visit the website links at the bottom of each summary.

BIOMETRICS OF NATIONAL SECURITY: THE CASE FOR A WHOLE OF GOVERNMENT APPROACH

By Pierre Meunier, Qinghan Xiao and Tien Vo

Biometric technologies, over the last few years, have not only become more reliable tools but also cheaper and more capable of processing higher volumes. Governments are using biometrics to screen visitors and speed up travelling across borders.

This paper aims to illustrate the trends of using biometrics to improve public safety and security and encourage more government departments to adopt the practice.

RESULTS

Many of the biometric programs that already exist within government lack an overarching policy that could make biometrics accessible to all departments. It is, therefore, necessary to design a structure for the program that would meet government requirements.

FUTURE PLANS

Eight recommendations were proposed in this report that should be taken into account when designing a future road map for the implementation of biometrics:

1. Survey and analyze all government-wide biometric programs, systems and future plans in terms of advantages and limitations
2. Study the experience and lessons learned from others, such as the U.S. and U.K. government's biometric programs, to ensure the most effective solution is formed
3. Analyze gaps to strengthen biometric systems that already exist
4. Analyze current operations and make recommendations to executive management to get support on further developments
5. Start interagency biometric activities to create a cross-government policy to guide the biometrics community and practice
6. Identify new areas of opportunity by responding to urgent government needs, analyzing national security threats and meeting technology changes
7. Use up-to-date technology to reduce the amount of time and resources used in inspection and re-inspection of technology
8. Design a deployment strategy to make sure that all government biometrics requirements can be addressed.

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.PUBS.DRDC-RDDC.GC.CA

POLICE TECHNOLOGY

By Jack McDevitt, Chad Posick, Dennis P. Rosenbaum and Amie Schuck

In the modern world, technology has significantly affected the way societies police their citizenry. The history of policing is filled with examples of how technological advancements were used to re-define the role of the police and re-organize the business of policing.

For example, motorized preventive patrol and rapid response to calls for services were a direct result of the invention and availability of the automobile and the two-way radio.

Crime scene investigation protocols were dramatically changed with the discovery of DNA testing, and less-than-lethal technologies impact how officers around the country are trained to deal with hostile and dangerous citizens.

Intelligence-led policing, CompStat, crime mapping and community-focused problem solving are practical on a large scale because of information technologies such as computers, databases and advanced analytic techniques.

This report provides analysis and discussion of the police technology survey administered to police officers in select cities in the United States via the Internet. Survey questions captured officers' attitudes and experiences about a broad range of technologies including in-car cameras, crime mapping and conducted energy weapons.

IN-CAR CAMERAS

Survey respondents were asked to provide information on whether or not the department uses in-car cameras and about the extent to which they use in-car cameras as part of the respondents' individual job.

About 10.2 per cent of officers from large and medium-sized agencies and 46.7 per cent of officers from small agencies reported using an in-car camera while on the job. For those who reported using an in-car camera, the camera is most often used to record traffic incidents. This was true for large, medium and small agencies.

The results suggest that large and medium agencies may use their in-car camera for recording a wider range of activities than do smaller agencies, which seem to almost exclusively use the cameras for traffic-related events.

CRIME MAPPING

In some departments, crime mapping is done within crime analysis centers, while in others it's primarily conducted by officers in their daily activities. Nearly all respondents reported that their agency used crime mapping to some extent.

For agencies of any size, the most common use of maps was to identify crime patterns in their community.

For larger agencies, maps were used to identify offenders more often than in smaller agencies; and for smaller agencies, officers were more likely to use crime maps to develop crime reduction strategies.

Finally, in agencies of any size, the least common use of crime maps was to keep community residents informed, with fewer than one in four officers reporting that crime maps were used to educate the community about crime.

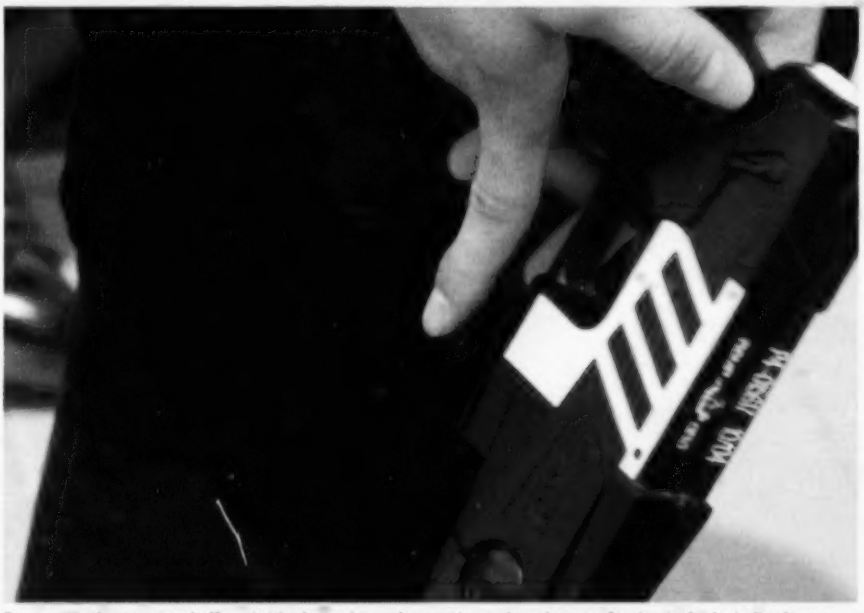
CONDUCTED ENERGY WEAPONS

Only officers in larger agencies reported being authorized to carry conducted energy weapons, or Tasers. In the large and medium-sized agencies, about 38 per cent of officers reported having been assigned a Taser, and of

those, about 73 per cent reported displaying (but not firing) their Taser more than once to get citizen compliance.

Somewhat surprising, more than 57 per cent of those assigned a Taser reported firing the weapon. Given the public debate over the use of Tasers, it's important to understand how officers perceive Tasers. Particularly, it's important to uncover the perceived effectiveness of Tasers and whether they produce a sense of safety for police officers. In this study, officers are overwhelmingly supportive of carrying Tasers and believe that they increase citizen compliance.

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.NATIONALPOLICE RESEARCH.ORG



Survey questions captured officers' attitudes and experiences about a broad range of technologies including in-car cameras, crime mapping and conducted energy weapons.

THIRTY PER CENT OF MIGRANT LABOURERS IN SAN DIEGO EXPERIENCE TRAFFICKING VIOLATIONS

By The National Institute of Justice

Human trafficking is estimated to generate billions of dollars each year by entrapping and exploiting millions of people. But there is limited information and there are few hard numbers about trafficking. Fully understanding the problem is difficult because victims of human traffickers are often unable or unwilling to come forward.

To better understand the problem of human trafficking, the National Institute of Justice funded a study by researchers at San Diego State University to improve understanding about the nature and prevalence of labour trafficking. The study examines the experiences of 826 unauthorized Spanish-speaking workers in San Diego County, California, and finds that a significant number — more than 30 per cent — have experienced an incident that meets the legal definition of trafficking.

The study used a conservative — or narrow — interpretation of what constitutes trafficking, defining a trafficking violation as an act that involves restrictions imposed by employers on a worker's physical or communicative freedom, and/or actual or threatened assaults to a worker's physical body. Examples of labour trafficking violations include beatings, imprisonment and sexual abuse.

The study also looked at practices that didn't rise to the level of labour trafficking but that were fraudulent, deceptive or abusive. These included wage theft and instructing workers to lie about their own or their employer's identity. A majority of the workers — 55 per cent — were victims of abusive labour practices or gross exploitations.

Workers experienced most of the trafficking violations and abuses during their employment, rather than during their travel to the United States. Only six per cent of those who travelled with the help of a smuggler experienced smuggler-specific trafficking violations, though approximately 20 per cent did experience abuse at the hands of smugglers.

Many more migrants — 28 per cent — experienced labour trafficking at the hands of employers. Of that group, 15 per cent reported that their physical integrity had been threatened and 22 per cent reported physical restriction or deprivation at the workplace. Approximately 49 per cent experienced abusive labour practices at the hands of employers.

The report found that some sectors in which unauthorized migrant labourers are usually employed have higher rates of victimization than others. Agriculture had the lowest rate of victimization among all businesses. Construction, janitorial/cleaning and landscaping sectors had the highest rates of reported trafficking violations and labour abuses.

Workers who had minimal English language skills were the most likely to be victimized by employers.

The study suggests that labour trafficking violations and abusive labour practices may be common in areas where there is a large unauthorized workforce.

ACTIONS

There's still much to be learned about labour trafficking in the United States, but the study suggests the following steps:

- Direct resources to counter labour trafficking
- Investigate and prosecute violators
- Develop a bridge between law enforcement and advocacy groups to build trust with migrant labourers
- Create a public awareness campaign to include publicizing prosecutions and providing information on social services. ▪

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ON THE RIGHT TRACK

RCMP PROGRAM ENCOURAGES SMART CHOICES

By Sigrid Forberg

Five years ago, Forest Ohneck was driving to his weekly Thursday evening pool game with friends when the course of the rest of his life changed.

Driving down a two-lane highway between two small Alberta communities, Ohneck and a friend in another car made eye contact at a red light and decided to race. Unbeknownst to them, a local sheriff witnessed their high speeds and managed to catch up with them at the next set of lights.

"We were asked by the officer over his intercom system to pull our vehicles to the side of the road," says Ohneck. "A second officer pulled up and everything just started to sink in. It was surprising, overwhelming, a little embarrassing, and a lot worrisome."

Ohneck and his friend were issued tickets and sent to the Crown prosecutor for sentencing. The Crown prosecutor at the time was considering impounding their cars and starting their fines at a minimum of $2,600 each when Cst. Gord Buck stepped in.

ALTERNATIVE APPROACH

Buck, a member of the Spruce Grove / Stony Plain detachment, organizes and runs a legal racing program in the community called YIELD (Youth Initiatives and Education in Lifestyles and Driving).

He travels the region, presenting to local schools and groups YIELD's message of making smart decisions, both on and off the road. Buck also goes down once a week to the local racetrack with a modified old patrol vehicle, giving other drivers the chance to race against the RCMP.

"What the car does really well is break down the barriers between police and the public," says Buck. "We're not the police out there, we're the guys with the really cool car."

Ohneck and his friend were offered the option of an alternative measures program and to carry out their community service hours with YIELD. The first time they showed up, they thought they'd be picking up garbage at the side of the highway in orange jumpsuits.

"We were informed that our community service would involve helping with the educational programs," says Ohneck. "That was, at that time, really nerve-wracking, especially being just fresh out of high school and then being judged by high school students."

CHANGING PERSPECTIVES

It took two years to finish their community service commitment. While his friend chose not to continue with YIELD, Ohneck asked Buck if he could stay on as a volunteer.

"I had just noticed that I was starting to really evaluate complicated decisions in my life and I was really becoming satisfied with the outcomes, especially with my involvement in the program," says Ohneck.

Buck says Ohneck is a perfect example of what YIELD is hoping to accomplish. With nearly 60 events each summer, he hopes that by appealing to youth through something they enjoy, rather than talking down to them, that they'll choose to make better, more informed decisions.

"Some of the kids come up to us and say, 'You know, we resented being told we had to wear a seatbelt because it was the law, but now we understand why we need to wear a seatbelt.'," says Buck. "And we're going, 'Holy crap, they're listening.' "

SAVING LIVES

Friday evenings you can find the YIELD team, consisting of Buck, Ohneck and another member from the detachment at the Castrol Raceway, ready to take on anyone who wants to race.

Carol Richardson, who works at the track, says they've always been involved in the various programs the RCMP runs. Each year, they donate a certain number of tickets members can hand out to race on the track.

Although from a business perspective they're giving their services away, Richardson says it's important to give racers a safe place to do what they love.

"I believe we're helping save people's lives," says Richardson. "Not only the driver when their car goes out of control, but the person they might hit as well."

Ohneck adds that he feels his life was saved. He says he sometimes thinks about the various things that could have happened had he not been caught that night — and he's held onto a token to remind him too.

"I kept the ticket from that night," says Ohneck. "That's something that I kind of hold close to my heart because that's what started this whole thing: A nasty pink piece of paper started this whole whirlwind of good in my life." ▪

The YIELD team bring a car down to the local race track every Friday for the street-legal event.

Courtesy Cst. Gord Buck